



King County

King County Employee Survey - 2012

Department Results and Analysis
Department of Community and Human Services



Prepared by Communication Resources Northwest

KING COUNTY EMPLOYEE SURVEY – 2012

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Department of Community and Human Services (DCHS)

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Summary

In March 2012, King County conducted its second survey of County employee perceptions. This survey gathered data from employees across a broad range of categories, including: overall satisfaction, characteristics of the work environment, performance feedback, supervision and management, and communication. In addition, the survey requested information about preferred methods of internal communication and familiarity with various organizational initiatives.

This report summarizes the findings for the Department of Community and Human Services (DCHS) from the 2012 survey, providing interpretation and analysis across the complete set of categories measured. The report also compares results with the 2009 employee survey data. Additionally, demographic results are reported to further understand key aspects of work as they differ across key employee characteristics. This may help DCHS as they target their responses to these data.

Key Findings

- DCHS' results are very similar to King County overall results, with slight (but not significant) increases across a range of variables. They are, however, more aligned with the County's mission and goals than other employees and somewhat more positive about management and the guiding principles.
- As a group, DCHS employees strongly identify with their organization, feel strongly about their own capabilities, and feel connected to the mission and goals of the organization.
- DCHS employees are positive about the customer service focus of their organization and think their group provides better customer service in 2012 than in 2009, using feedback from customers to improve service.
- Employees are largely satisfied with their jobs, but do not necessarily believe they receive adequate recognition for good work. They think their jobs are challenging, but are more moderate in their perceptions of the supervision they receive.
- DCHS employees are proud to work at King County and would recommend it as a good place to work. They largely feel respected by others at the County and within their own department. However, about one-third of respondents did not report positive responses in this area, which may warrant further discussion by department leadership. Further, many do not feel the County supports work/life balance.
- Employees believe their work contributes to the success of the County and are familiar with departmental mission and goals. While not as positive, most employees believe the mission and goals give direction to their work and they definitely understand how their work relates to the achievement of group goals and objectives. They are, however, much less connected to the King County Strategic Plan.
- DCHS employees are dissatisfied about professional growth opportunities at the County and within their own department. But, they feel responsible for keeping their skills up and would take advantage of opportunities for training if offered.

- Like other groups, many in DCHS feel overloaded with work, but feel a strong sense of personal control over the decisions involved in their day-to-day activities. While they do not always feel they have the tools and resources they need, they feel their skills are well matched to job requirements.
- Teamwork is an area of potential improvement for DCHS, with a large number of employees reporting that their work groups don't necessarily work well with other King County groups to resolve problems. Further, many feel that problems are not always dealt with appropriately to avoid impacts to work. However, most feel their internal teams work well to achieve objectives.
- Employees are uniformly positive about communication issues. They understand job expectations and feel well informed about King County events and news. Further, they generally have the information they need to do their jobs, although more than 40% report needing more work-related communication.
- Employees are not generally positive about continuous improvement efforts. Many do not believe quality gets the attention it deserves, nor do they strongly feel that their department is open to new ideas to improve the work done at DCHS. Most do not feel their suggestions for improvement are valued.
- Conversely, DCHS employees are very positive about customer service. They believe their work groups strive to provide high-quality service and are responsive to the needs of customers.
- Most DCHS employees report receiving a performance appraisal in the last year, a very high percentage compared to other groups. However, employees are mixed in their perceptions of the value of that information. Additionally, they do not always feel that they get useful non-appraisal feedback about their work, which may drive the lower scores for how employees feel superior performance is valued in their work group.
- Employees are quite moderate in their perceptions of supervisors with less positive scores received across most items, particularly with regards to clear direction. This may be an area for further discussion within the department given the importance of supervision to overall employee engagement.
- DCHS employees report somewhat more positive perceptions of management than do other King County employees, but they are negative about the perceived transparency of decision-making within their department and about the openness of communication from managers.
- Employees see DCHS as service-oriented, professional, and results-focused, though not particularly innovative or fair and just.
- Overall, employees are more informed about County initiatives than other employees at King County and most use the departmental newsletter as a major source of information about work.

Interpretation of Results

The questions in the study were scaled using a five-point scale. Results are reported as means (averages), which reveal how the aggregate of employees responded. A review of the data in raw form reveals that most employees are not neutral in their perceptions. The vast majority responded with answers that were either positive or negative (percentage of truly “neutral” responses was less than 20%).

INTERPRETATION OF SCORES

4.0 –5.0:	Positive
3.0 –3.9	Somewhat Positive
2.0 –2.9:	Somewhat Negative
1.0 –1.9:	Negative

There is no single question in the survey where the preponderance of employees answered “neutral.” However, many of the averages reported in these results are between 3.0 and 4.0. This does not mean employees are neutral in their perceptions. Rather, these averages are the result of the positive and negative “pulls” from employees answering either positively or negatively in varying degrees. Therefore, in interpreting these results, averages above 3.0 should be considered primarily positive, while averages below 3.0 should be considered primarily negative.

Creating Strong, Composite Measures

The 59 questions in the survey were grouped logically and statistically into fourteen different composite measures¹. These measures were created to enable a simpler and clearer way of understanding how employees experience their work environment. Further, these composite measures enable analyses to reveal the relationships among elements of the work environment and how the County might best target resources to have the greatest impact on the employee experience.

- **Employee Engagement** measured employee satisfaction, perceptions of recognition for good work, challenge of the work, supervision, and adequacy of resources to do one’s job.
- **Organizational Identification** measured employee perceptions of the value of his/her work to King County and how proud s/he is to work for the organization.
- **Customer Service** measured perceptions of how well an employee’s work group strives to provide good customer service and responds to the needs and expectations of customers.
- **Mission and Goals** measured employee connection to the mission and goals of individual work units and to the County’s strategic plan.
- **Professional Development** measured employee perceptions of the ability to learn and grow professionally, keeping skills current to meet job requirements.
- **Personal Capabilities** measured an employee’s perceptions of his/her capabilities to do the job and the extent to which s/he feels able to make necessary work-related decisions.

¹ Reliability analysis was used to determine the internal consistency of the variables to make sure they were strong measures. Each of the core variables has an internal reliability coefficient of .70 or higher.

- **Respect** measured employee perceptions of respectful treatment by other employees and how the County supports a respectful and “neutral” work environment.
- **Tools and Resources** measured the extent to which an employee feels that they have both the tools and information necessary to do his/her job at King County.
- **Teamwork** measured employee perceptions of the effectiveness of the teams with which they work and the extent to which team problems are resolved appropriately to achieve common goals.
- **Supervision** measured employee perceptions of their supervisors across a range of common skills related to giving direction, access to resources, recognition for good work, and effective communication.
- **Performance Communication** measured employee perceptions of the sufficiency of performance feedback to drive performance improvement.
- **Continuous Improvement** measured how employees feel their suggestions for improvements are recognized as valuable and how they feel process improvements and quality are embraced by their work groups.
- **Management** measured employee perceptions of their management relative to vision, communication, leadership, and transparency.
- **Guiding Principles** measured employee perceptions of the extent to which their department embodies the core guiding principles in the King County Strategic Plan.

Understanding the Employee Experience

These “composite” measures enable a clearer understanding of the broad range of employee responses in aggregate and across different demographics.

STUDY MEASURE	OVERALL AVERAGE	DCHS AVERAGE
Organizational Identification	4.09	4.23
Personal Capabilities	3.87	3.87
Customer Service	3.80	4.00
Mission and Goals	3.76	3.98
Professional Development	3.68	3.76
Respect	3.66	3.73
Employee Engagement	3.59	3.62
Tools and Resources	3.51	3.52
Teamwork	3.48	3.56
Supervision	3.42	3.42
Guiding Principles	3.41	3.58
Performance Communication	3.36	3.48
Continuous Improvement	3.14	3.24
Management	3.00	3.27

DCHS’ scores are comparable to those for King County overall, with some slight increases in several areas. DCHS employees are strongly identified with their roles in King County government and are more connected to the mission and goals of the organization. While they are slightly more positive about their management, it is still lower than most measures in the survey.

Survey Design

The 2012 Employee Survey included 59 questions about work and the work environment. Answers to all of these questions were quantitative, distributed on a five-point scale with '1' being low and '5' being high.

In addition, the survey asked for six categories of demographic information. Demographics were used to better understand employee perceptions as differentiated by key identifying characteristics within their organizations.

These demographics were not used to identify any particular individual's responses; rather, they were used to better understand significant differences across groups to better tailor different responses to the survey and recommend possible improvements across dimensions of the research.

DEMOGRAPHIC "SPLITS"

- Departmental affiliation
- Representation status
- Position within department/division
- Tenure
- Work location
- Supervision responsibility

The survey was designed by starting with questions and questioning strategies from the 2009 survey. Care was taken to preserve many of the questions from the 2009 survey to enable comparisons of 2009 and 2012 survey results. New questions were added to measure perceptions of current County initiatives and priorities. In most cases, the 2012 scaling is consistent with the scaling used in the 2009 survey, making the scores comparable.

SURVEY DISTRIBUTION

The survey was launched on-line in early March, with four weeks allocated for employees to submit responses. Employees were notified via email from elected County leadership, encouraging their participation. The email identified the purpose of the survey and provided a web link to the survey through Survey Monkey. Follow-up reminder emails were sent, both by department and agency leadership and from Executive leadership. A hard copy survey with a pre-addressed, stamped envelope was provided for employees who either do not have computer access or who wished another response vehicle. Some were delivered directly to employee boxes, while others were provided in common areas such as break rooms or front desks. The method of distribution was determined by the department. Of all responses, 11% came from hard-copy surveys. Additional information was provided through the King County website. Employees were also provided a phone number and email address to contact the research team with additional questions.

QUALITY CONTROL

The data analysis and interpretation of results were independently validated through an outside University of Washington research expert to increase the confidence in these findings.

Response Rates

Almost 6,800 employees across 15 different divisions, departments, and agencies participated in the study. King County District Court and Superior Court chose not to have their employees participate because they regularly participate in court-specific employee surveys. The response rate is extremely high, which provides high confidence in the results. Total employee count was derived from the PeopleSoft Human Capital Management System (HCMS) on March 8, 2012.

DCHS SURVEY RESPONSES

DCHS Employees: 398
DCHS Surveys Received: 295
DCHS Response Rate: 75%

DCHS received 295 surveys for an overall response rate of 75%, one of the highest response rates in this study. The high rate of responses provides high confidence in the results.

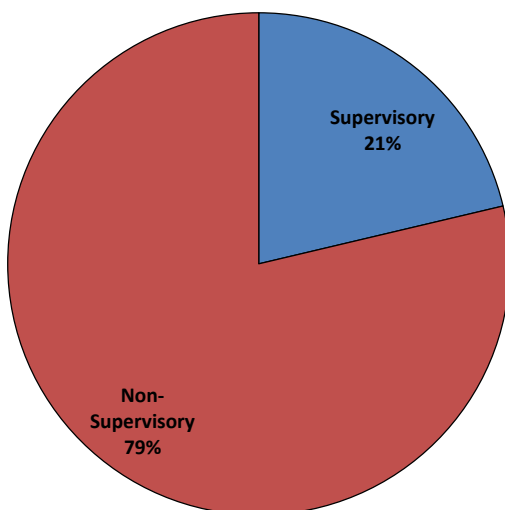
MISSING DATA

DCHS employees provided information on most questions. Missing data accounted for between 1 and 23% of responses with an average missing data rate of about 9% across questions.

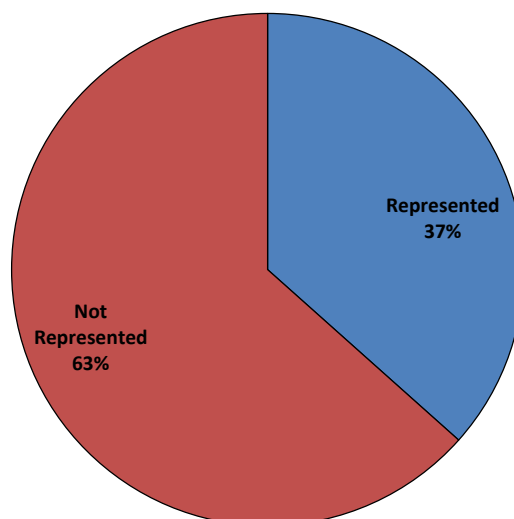
RESPONSE RATES BY EMPLOYEE DEMOGRAPHIC

Following are pie charts that describe the make-up of survey respondents.

PERCENT OF TOTAL RESPONSES
BY SUPERVISING ROLE



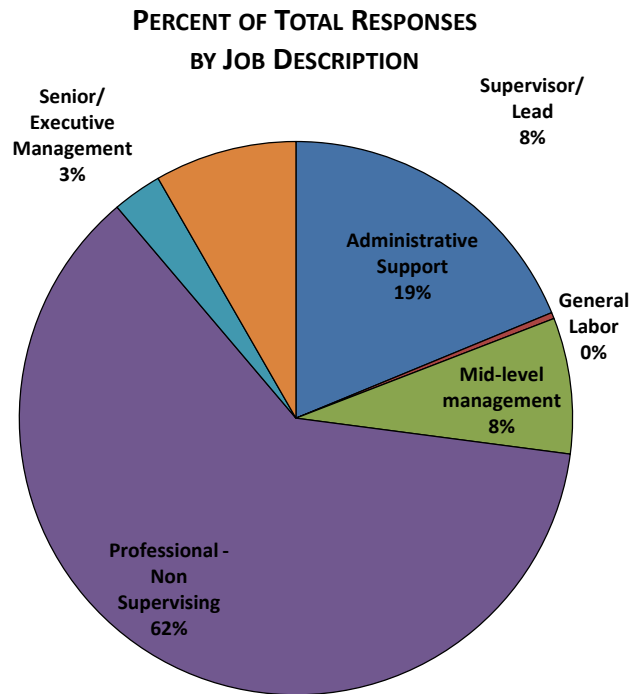
PERCENT OF TOTAL RESPONSES
BY UNION REPRESENTATION



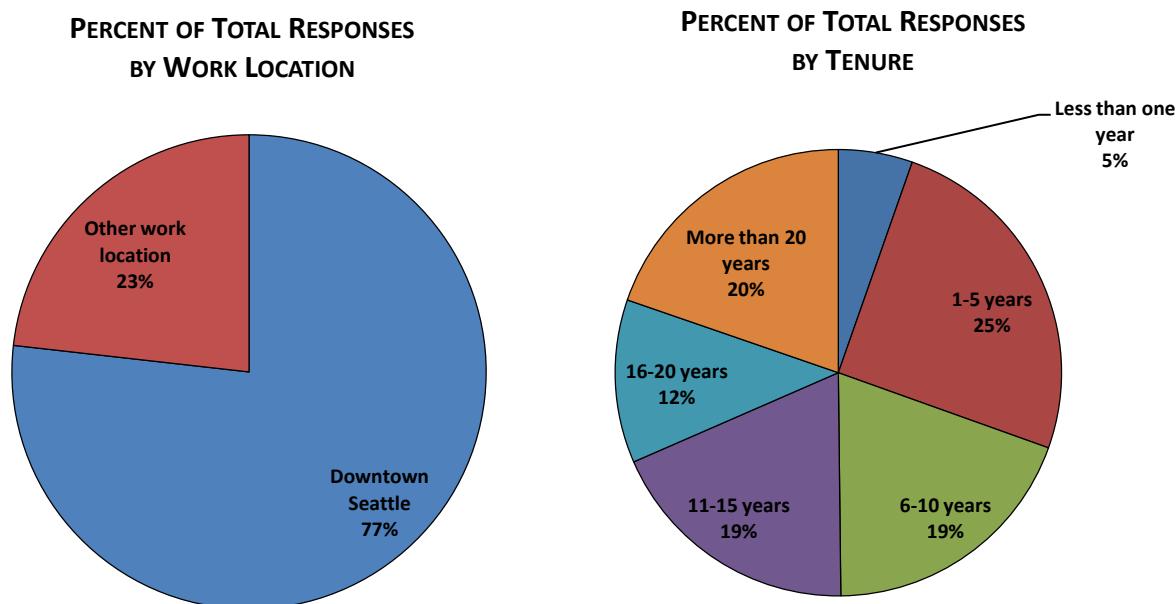
Most responding DCHS employees are not supervisors. Further analysis reveals that supervisory employees are somewhat more positive about survey measures than non-supervisory staff, with larger differences in their perceptions of teamwork, customer service, and reflection of King County Guiding Principles in the department.

About two-thirds of responding DCHS employees are not represented by a union, with just over one-third claiming union representation.

The chart below reports responses from different positions at King County. Almost two-thirds of DCHS employees work in “Professional, Non-Supervising” positions. While differences across positions are not large, Senior/Executive Management report the most positive scores in almost every area. Perceptions from professional, administrative support, non-supervising employees, supervisory employees and mid-level management are similar across these groups.



As the charts below illustrate, slightly more than three-quarters of responding employees work in downtown Seattle. Interestingly, there are no notable differences in the positive/negative nature of perceptions related to where an employee works.



With the exception of new employees, responses are fairly evenly spread out across tenure categories. Not surprisingly, new employees are much more positive than other employees in almost every measure in the study. However, those with between one and five years tenure and those with more than 20 years tenure are also more positive than are those employees with between six and twenty years.

2009–2012 Comparison

For comparison purposes, Overall Satisfaction was measured in both 2009 and 2012. DCHS employees are more satisfied than they were in 2009.

OVERALL SATISFACTION

2012 Average: 3.98

2009 Average: 3.66

DCHS employees report comparable scores for most items measured in both 2009 and 2012. Employees report slightly more positive perceptions of the department's customer service and its efforts to seek feedback from customers, but are slightly more negative regarding having a clear understanding of job expectations.

QUESTION	2009 MEAN	2012 MEAN	Δ
Overall, how satisfied are you with your job?	3.66	3.98	+0.32
I would recommend King County as a good place to work.	4.06	4.03	-0.03
King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.	3.91	3.90	-0.01
My work contributes to the success of King County government.	4.47	4.39	-0.08
I am familiar with my department, division, or agency's mission and goals.	4.18	4.32	+0.14
My department, division, or agency's mission and goals give direction to my work.	3.73	3.82	+0.09
My work group works well with other King County groups to solve problems to achieve goals. <i>2009 Question: The departments and agencies in King County are working together to achieve common goals.</i>	3.36	3.55	+0.19
I have a clear understanding of what is expected of me in my job.	4.22	4.01	-0.21
I receive information I need to do my job. <i>2009 Question: I receive information from King County that I need to do my job.</i>	3.78	3.62	-0.16
My department is open to new ideas to improve the way we work. <i>2009 Question: King County is open to new ideas to improve the way we work.</i>	3.28	3.21	-0.07
My work group strives to provide high quality customer service. <i>2009 Question: King County strives to provide high quality customer service.</i>	3.91	4.30	+0.39
My work group seeks feedback/input from customers. <i>2009 Question: King County seeks feedback/input from customers.</i>	3.47	3.86	+0.39
My work group uses customer input to improve service delivery. <i>2009 Question: Customer input influences decisions in King County.</i>	3.42	3.76	+0.34

Note: Δ = positive or negative change in the average between 2009 and 2012.

Some questions from the 2009 survey were changed from a broad King County focus to make them more relevant to employees' individual work groups. These scores are still comparable as it is quite likely that employees interpreted the 2009 questions relative to their individual experiences vs. the broader King County context.

Overall Results

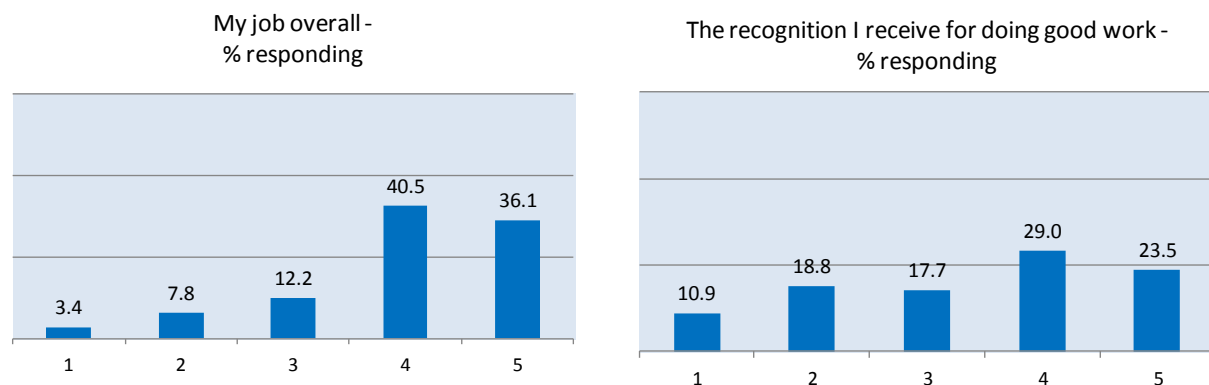
Following are the results for each of the questions asked in the 2012 Employee Survey. For each of the survey sections, the results are reported as overall means in a comparison bar chart. This enables the reader to see both the magnitude of the average and how each average compares to others in the section. Following the overall bar chart, the distribution of answers for each question is reported. This enables the reader to understand how employees responded to each question as a group to better understand if responses are more extreme or if they trend toward neutral.

OVERALL JOB SATISFACTION

As a group, DCHS employees report strong satisfaction with their jobs overall and with the level of challenge in their work. Respondents are less satisfied with both the recognition they receive for doing good work and with the resources provided to them to do it. Averages calculated from the DCHS are slightly higher than those from King County overall, but follow similar patterns.

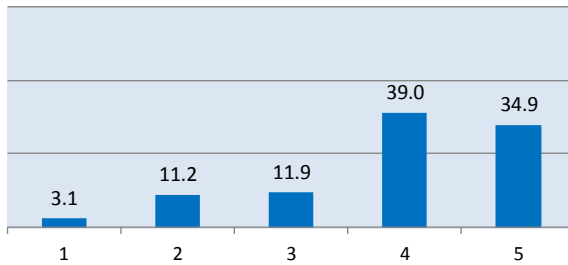


The individual distribution charts below illustrate that more than three-quarters of DCHS respondents are definitely satisfied with their jobs overall, but almost half feel they don't receive enough recognition for well-performed work.

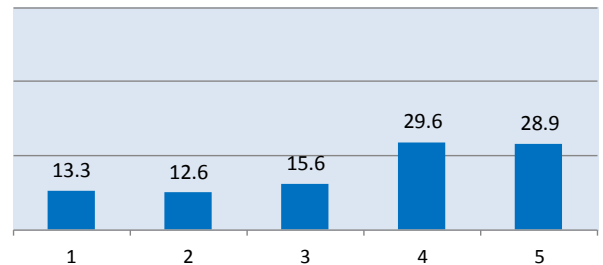


The vast majority of employees in the department perceive that they have adequate challenge in their jobs, but more than a third are neutral to negative about the supervision they receive.

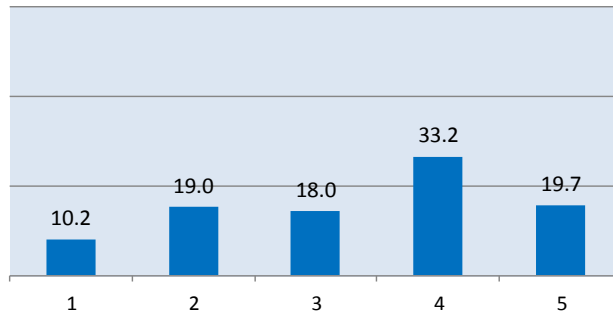
The level of challenge in my work -
% responding



The supervision I receive -
% responding



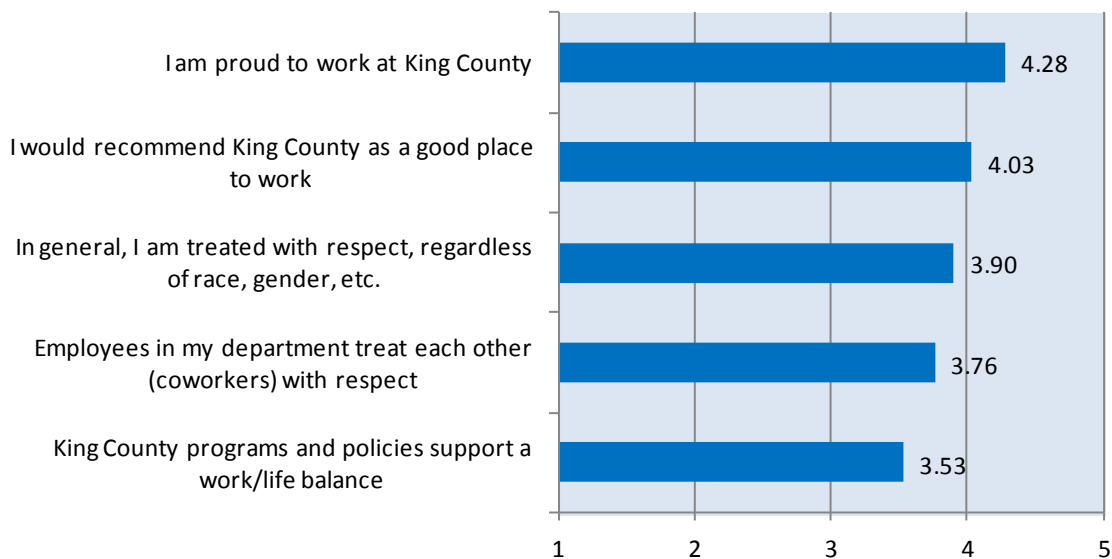
The resources provided to do my job -
% responding



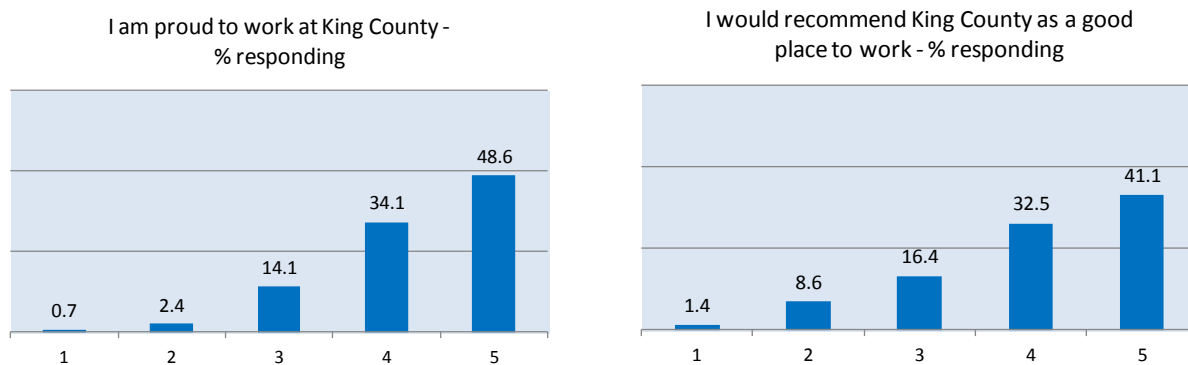
Finally, many DCHS employees would like more resources, with almost half expressing a neutral to negative rating in this category.

WORK ENVIRONMENT²

Employees working for the Department of Community and Human Services report somewhat positive to very positive perceptions of their work environment. They feel proud to work at the County, would recommend the County as a good place to work, and report feeling that they are treated with respect. Overall, respondents are less positive regarding how King County programs and policies support a work/life balance.



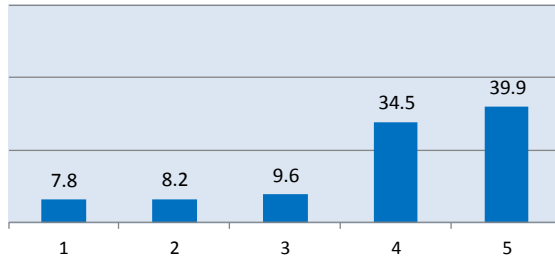
These distributions demonstrate that DCHS employees are overwhelmingly proud to work at King County with over 80% responding positively. Three-quarters report that they would definitely recommend King County as a good place to work.



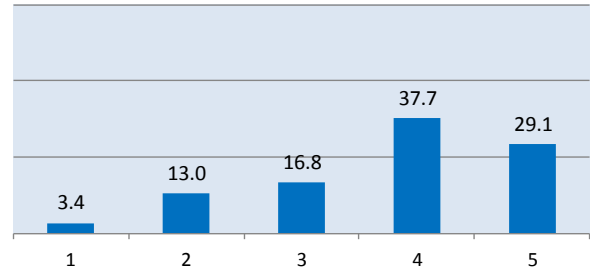
²Third question in "Work Environment" reads: "In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity, or expression, color, marital status, religion, ancestry, national origin, disability, or age." This question was also asked in 2009, with comparison data reported earlier in this report.

DCHS employees generally feel they are treated with respect with regard to race, gender, etc, but are more mixed in their perceptions of respectful treatment from coworkers. One-third of DCHS respondents gave neutral to negative responses in this area.

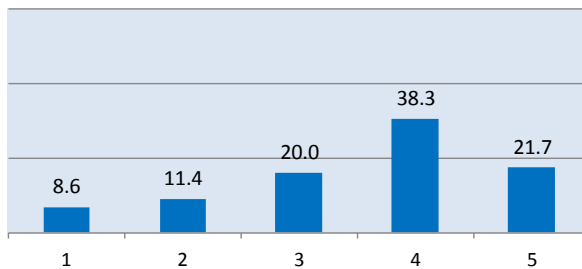
In general, I am treated with respect,
regardless of my race, gender, etc. -
% responding



Employees in my department treat each other
(coworkers) with respect -
% responding



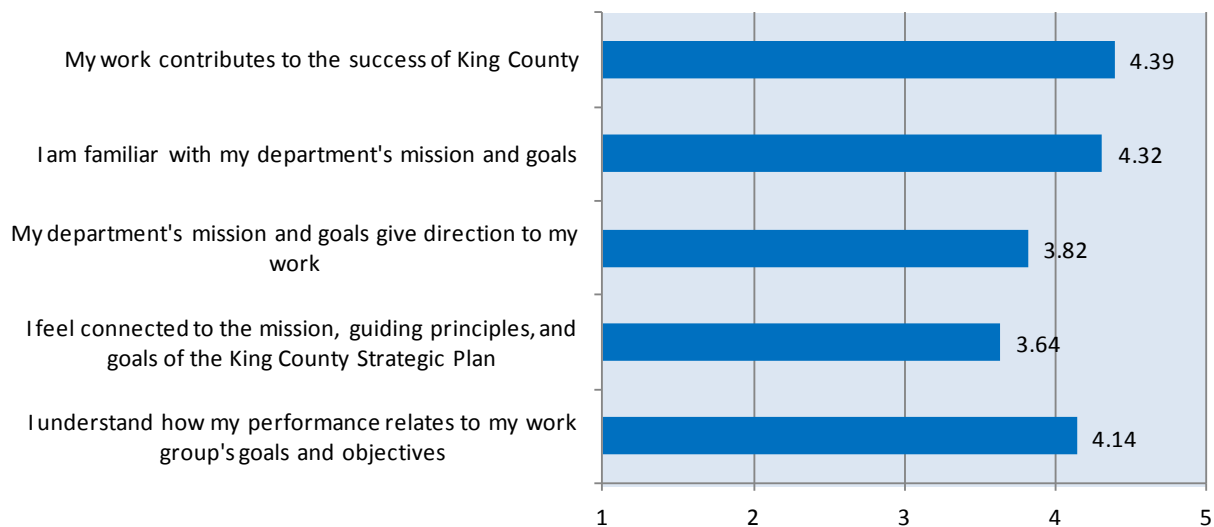
King County programs and policies support a
work/life balance -
% responding



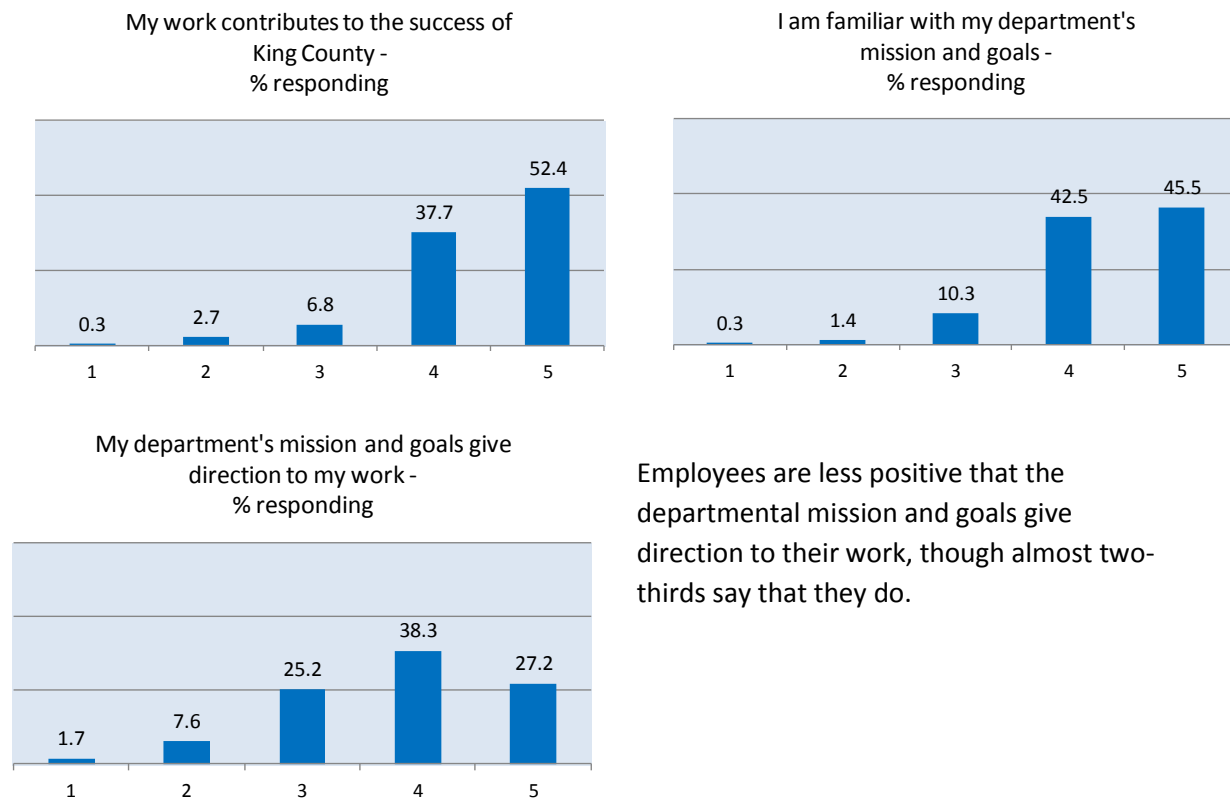
Perceptions of work/life balance are the most mixed from DCHS respondents. Over 40% of DCHS employees report feeling that King County programs and policies do not support a work/life balance. However, this does not seem to have had a negative impact on overall job satisfaction.

MISSION AND GOALS

DCHS employees' perceptions of the mission and goals of King County and their department are decidedly positive. Respondents feel strongly that their work contributes to the success of the County and are familiar with DCHS' mission and goals. They responded somewhat less positively relative to feeling connected to the mission, guiding principles, and goals of the King County Strategic Plan.

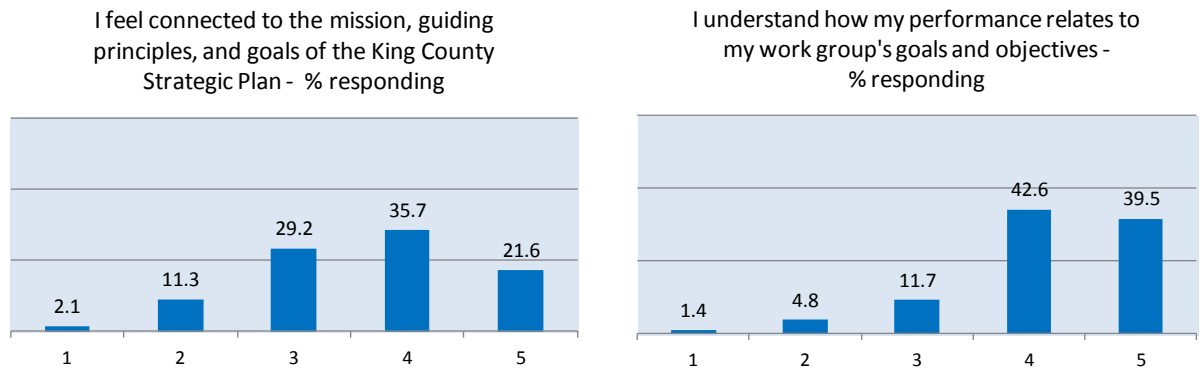


As the charts below demonstrate, DCHS employees overwhelmingly feel that their work contributes to the success of King County and are familiar with DCHS' mission and goals, with 90% answering these questions positively.



Employees are less positive that the departmental mission and goals give direction to their work, though almost two-thirds say that they do.

Perceptions are also more spread out across choices regarding feeling connected to the mission, guiding principles, and goals of the King County Strategic Plan, with slightly less than half awarding a neutral to negative score in this category.



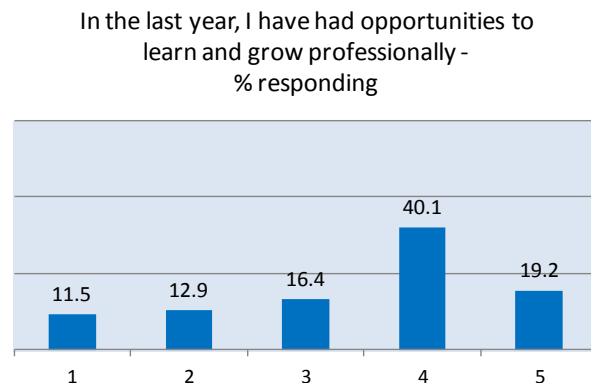
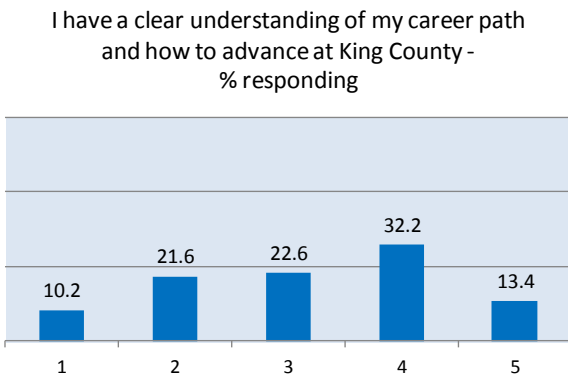
Finally, DCHS employees understand the connection between their performance and the goals and objectives of their work group, with 80% responding positively.

PERSONAL DEVELOPMENT AND ACHIEVEMENT

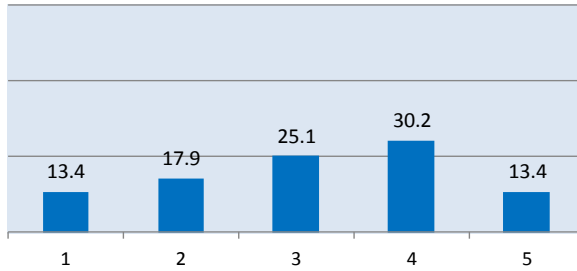
The averages below reflect DCHS employees' perceptions related to how they are supported to perform to their highest capacities. DCHS employees report somewhat neutral scores regarding having a clear understanding of how to advance, having opportunities to learn and grow professionally, and having enough support and training from King County. The lowest rated item relates to adequate resources. However, the vast majority of respondents feel personally responsible for keeping their knowledge and capabilities current and would take advantage of training opportunities if offered.



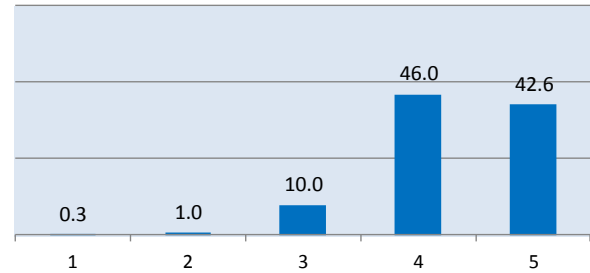
The distribution charts below reveal that many DCHS employees do not have a clear understanding of career advancement, with scores spread out across answer choices and more than half reporting neutral to negative scores. While the majority of employees report that they had professional growth opportunities in the last year, almost 40% report that they did not.



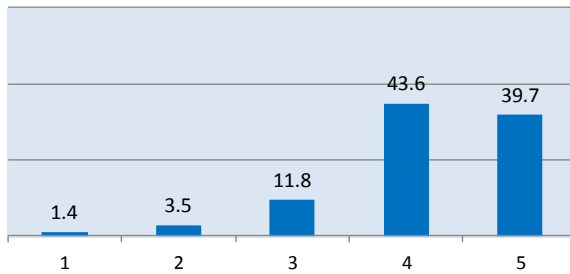
King County supports training to help employees perform effectively - % responding



I feel personally responsible for keeping my knowledge and capabilities current - % responding



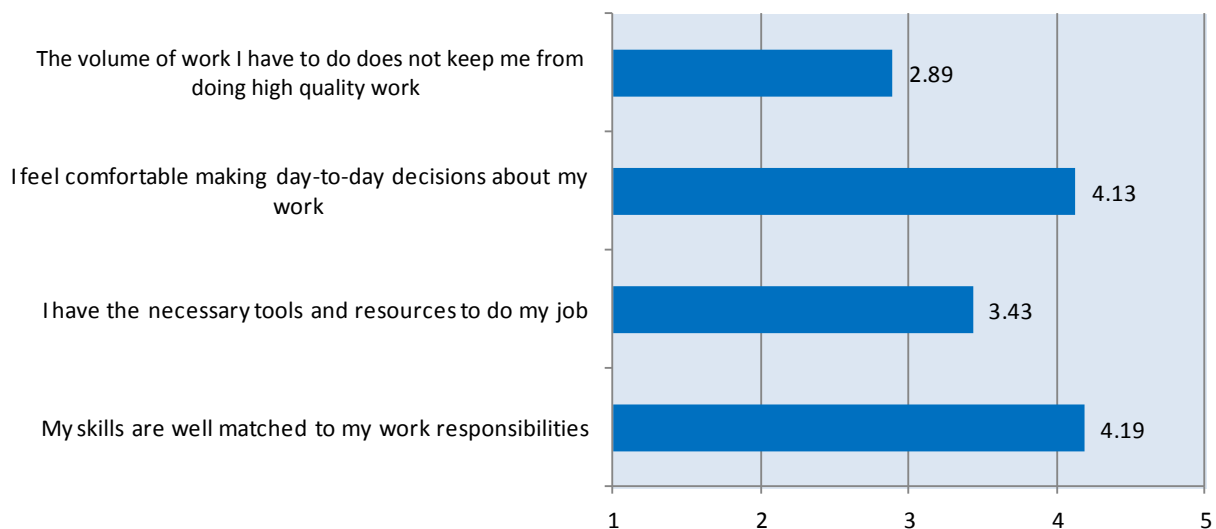
When available, I take advantage of training opportunities - % responding



The distributions above reveal very mixed perceptions related to King County's support of training opportunities. Employee scores related to training provided by the county reveal that there is a perceived deficit of training opportunities. However, DCHS employees largely feel personally responsible for keeping their knowledge current. Additionally, employees overwhelmingly report that they do take advantage of training opportunities

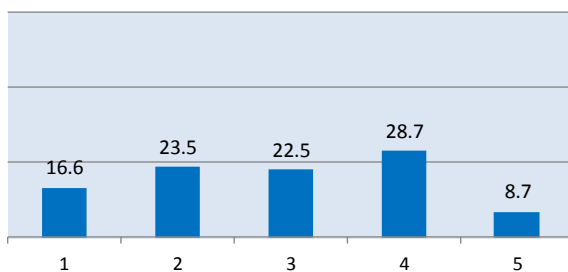
RESOURCES AND DECISION-MAKING

DCHS employees, like employees in King County overall, report negative perceptions regarding their volume of work, but are very positive about feeling comfortable making work-related day-to-day decisions. They also believe that their skills are well matched to work responsibilities. DCHS respondents are ambivalent regarding adequacy of the necessary tools and resources to perform their jobs.

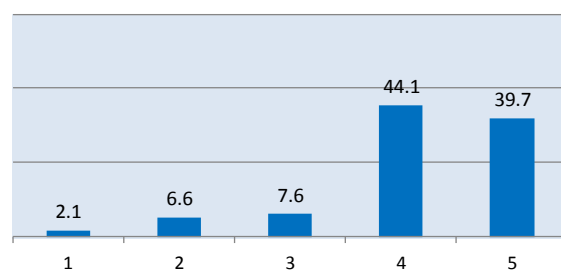


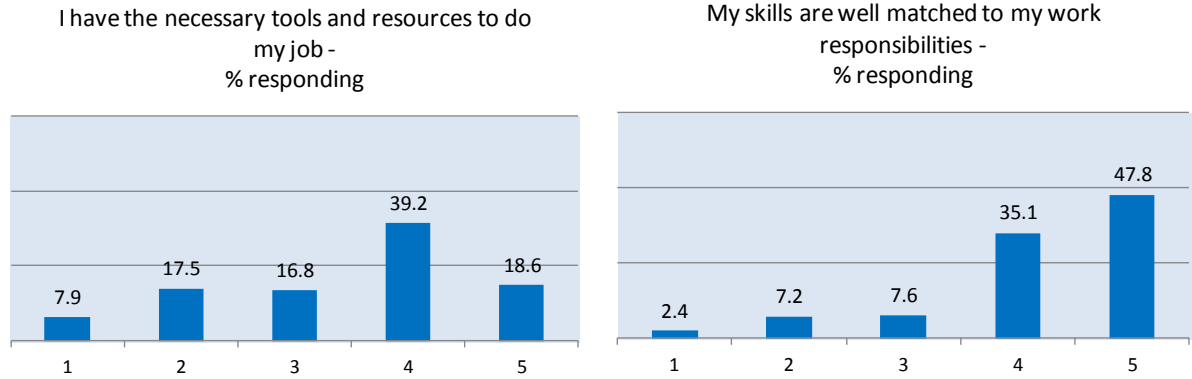
These distributions illustrate the mixed perceptions regarding volume of work; almost two-thirds report neutral to negative perceptions in this area. Interestingly, this question received one of the lower volumes of extremely positive responses. Conversely, approximately 85% feel comfortable making day-to-day decisions about their work.

The volume of work I have to do does not keep me from doing high quality work - % responding



I feel comfortable making day-to-day decisions about my work - % responding

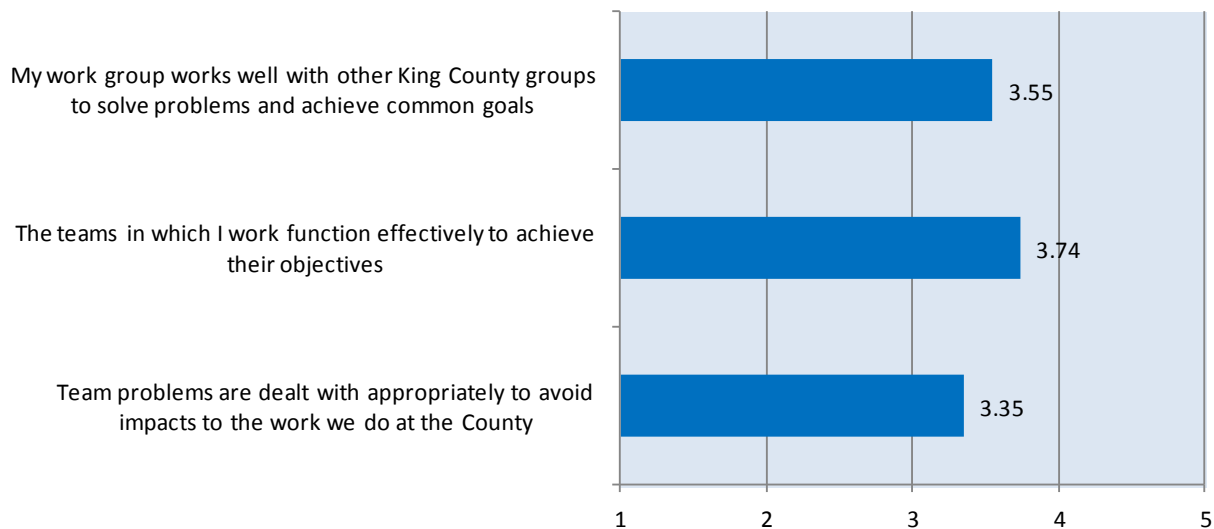




While slightly more than half of employees feel adequately resourced, more than 20% feel they are not. Of significance is that almost 20% feel very positive about the adequacy of tools and resources to do their work. Finally and very positively, over 80% of DCHS respondents feel that their skills are well-matched to their work responsibilities.

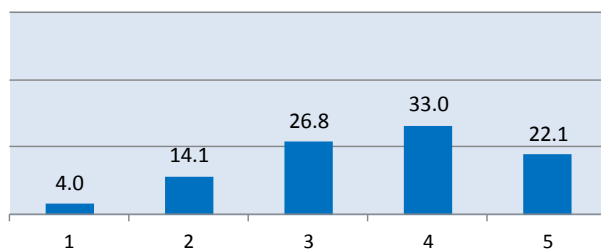
TEAMWORK

DCHS employees report only moderately positive perceptions of teamwork in their work groups, noting that their teams function effectively, but that sometimes team problems hinder their ability to perform well. These perceptions from DCHS respondents, while slightly more positive, follow similar trends to perceptions of teamwork collected from employees across King County.

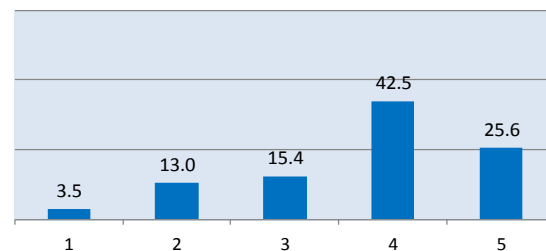


The distribution charts below illustrate mixed perceptions of collaboration with outside departments. Roughly half of respondents awarded neutral to negative scores in this area. However, asked if the teams they work on function effectively, responses were more positive, with two-thirds reporting positive perceptions.

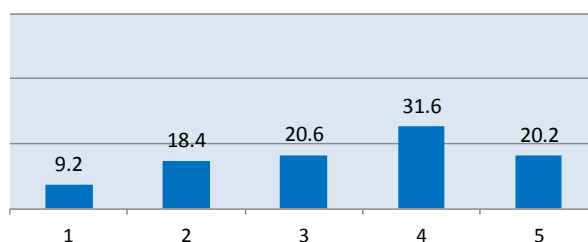
My work group works well with other King County groups to solve problems and achieve common goals -
% responding



The teams in which I work function effectively to achieve their objectives -
% responding



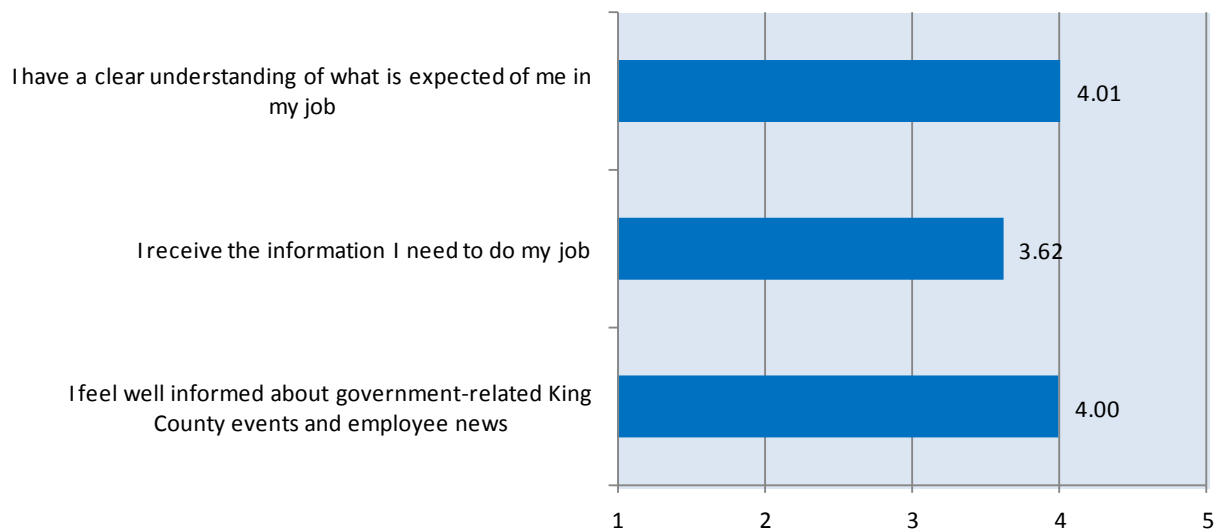
Team problems are dealt with appropriately to avoid impacts to the work we do at the County -
% responding



DCHS employees report the most mixed perceptions of how team problems are dealt with to avoid negative impacts. While just over half report positive perceptions, the significant number of neutral to negative responses warrants further investigation.

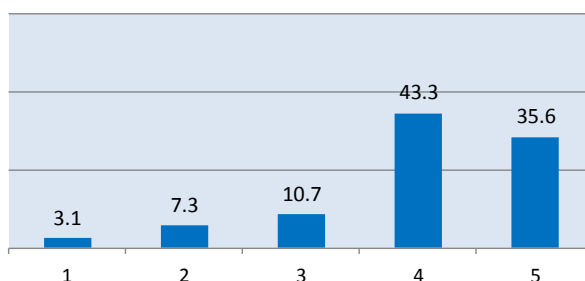
COMMUNICATION

Overall, DCHS employees report positive perceptions of communication within their work group. Respondents have a clear understanding of job expectations and feel well-informed about government-related King County events and employee news. However, employees are slightly less positive about having the information needed for job execution.

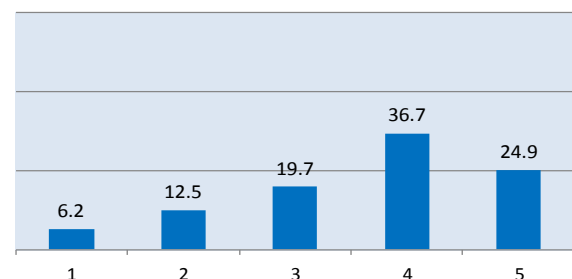


The distribution charts below illustrate that most employees are positive about communication within DCHS, with almost 80% reporting having a clear understanding of job expectations. It is, however, important to note that approximately 40% report needing more information to improve job performance.

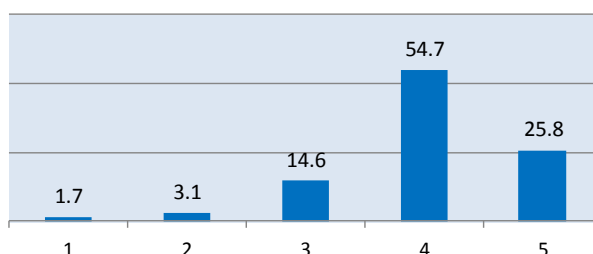
I have a clear understanding of what is expected of me in my job -
% responding



I receive the information I need to do my job -
% responding



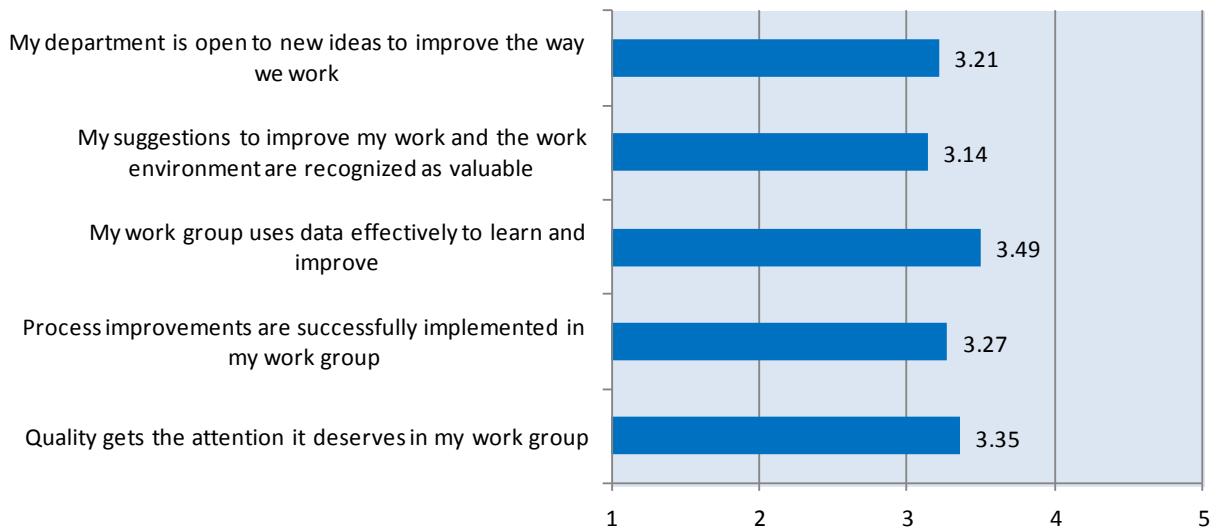
I feel well informed about government-related King County events and employee news -
% responding



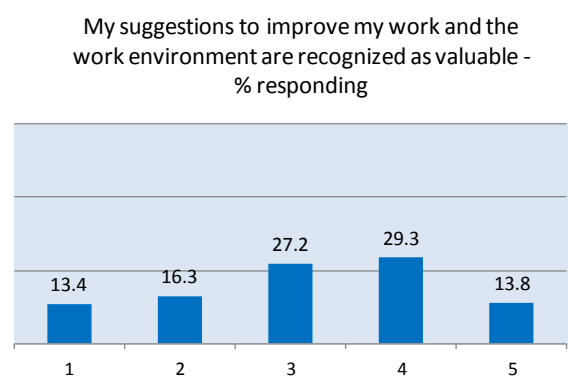
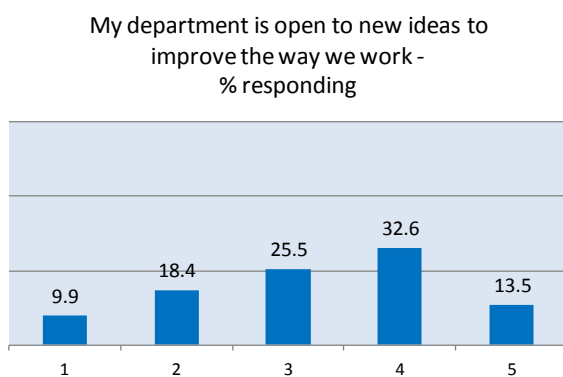
Finally, the majority of DCHS respondents also report that they feel well-informed about overall County and employee news.

CONTINUOUS IMPROVEMENT

Scores for continuous improvement at DCHS are quite moderate, though somewhat higher than for King County overall. DCHS employees are largely ambivalent about continuous improvement within their department. They do not feel particularly positive about the extent to which their suggestions for improvement are valued, nor do they largely think process improvements are successfully implemented at DCHS. Employees are moderately positive about the extent to which their work groups use data to learn and improve.

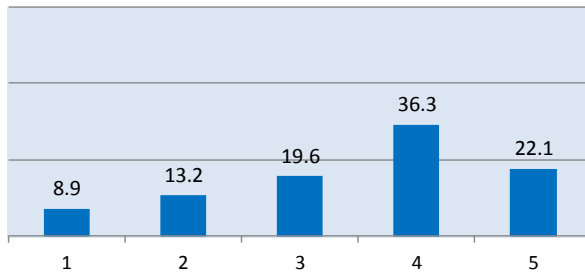


The distribution charts below illustrate the diversity in perceptions across DCHS employees related to continuous improvement. Perceptions are mixed regarding the department's openness to new ideas and how personal suggestions are valued. Over half of respondents report neutral to negative perceptions in these areas.

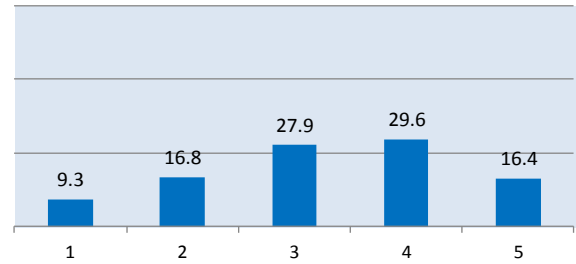


DCHS respondents largely do not believe that process improvements are successfully implemented, with over half reporting neutral to negative perceptions. They are slightly more positive regarding their use of data to improve, with slightly more than half reporting positive perceptions.

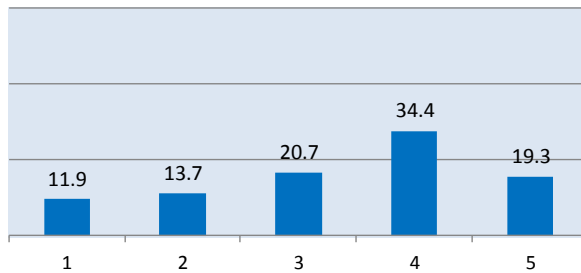
My work group uses data effectively to learn and improve -
% responding



Process improvements are successfully implemented in my work group -
% responding



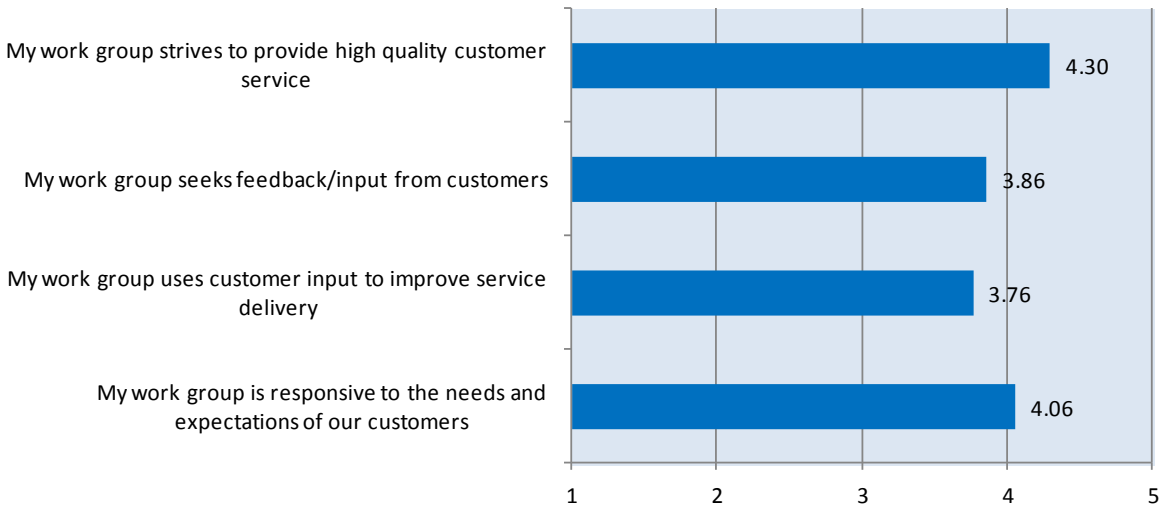
Quality gets the attention it deserves in my work group -
% responding



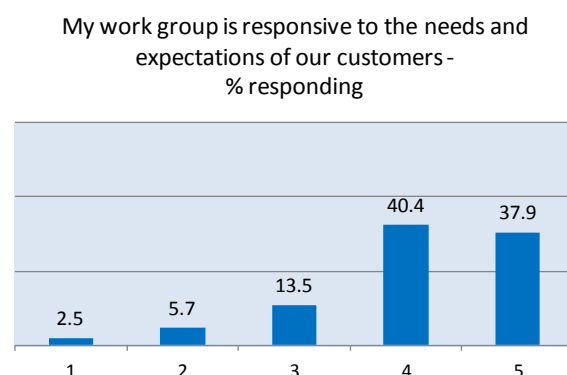
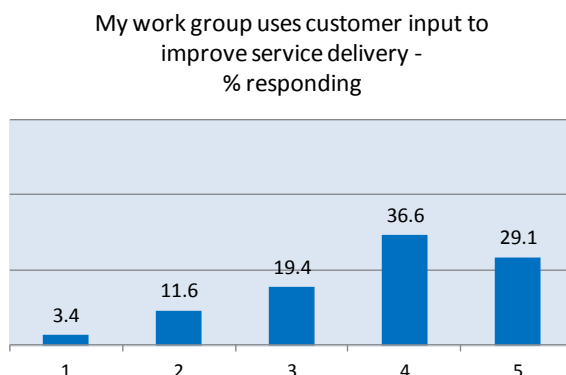
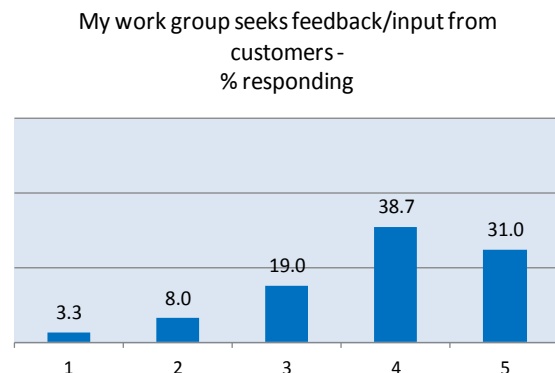
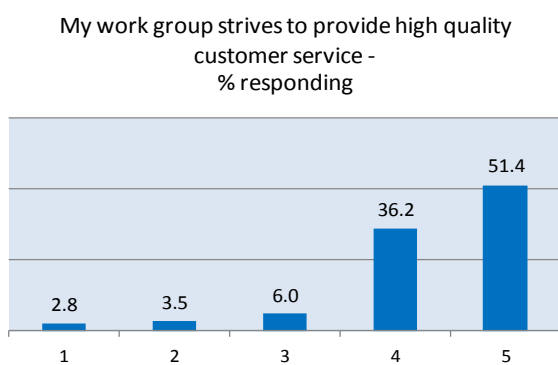
Approximately half of DCHS employees do not believe quality gets the attention it deserves at DCHS. The items in this continuous improvement section overall received a large number of ambivalent answers, indicating that employees are much less satisfied with this area of their working lives than others measured in this study.

CUSTOMER SERVICE

Employees in DCHS are very positive about customer service; they uniformly believe that their work groups provide high quality customer service. They also strongly believe that the groups are responsive to the needs and expectations of customers. When compared to overall King County, DCHS employees report more positive perceptions in every customer service category.

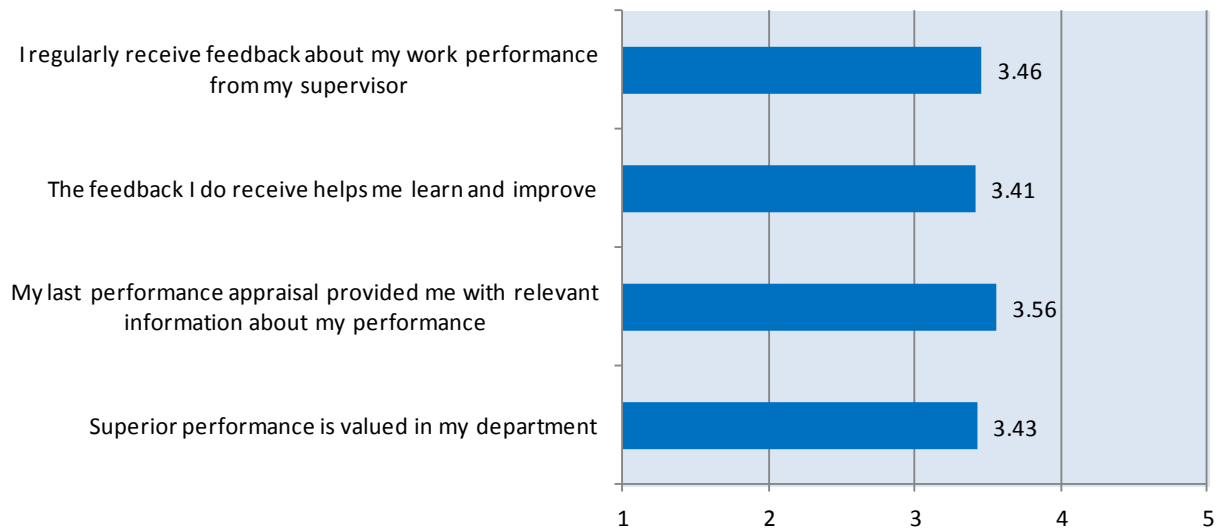


These distributions demonstrate very strong positive responses regarding customer service. The vast majority of DCHS employees think their work groups strive to provide high quality customer service. Though somewhat less positive, the majority—almost two-thirds—believe the department adequately seeks input from customers and uses that data to improve service delivery. Most positively, the vast majority of employees believe their work groups are responsive to the needs and expectations of DCHS' customers.

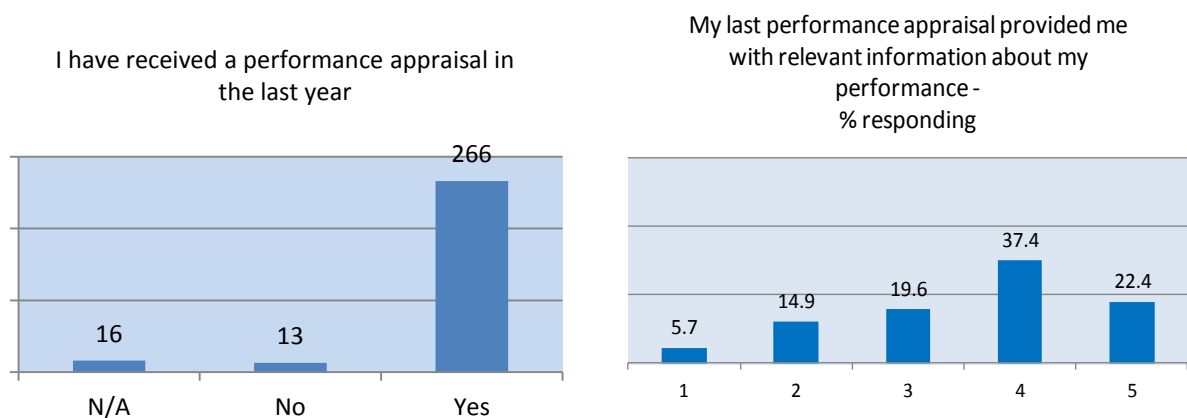


PERFORMANCE COMMUNICATION

DCHS employees report moderately positive perceptions of the performance communication they receive. While scores for performance communication were slightly more positive than scores collected from King County overall, these findings indicate the need for additional development for supervisors focused on effective appraisals and general feedback skills.

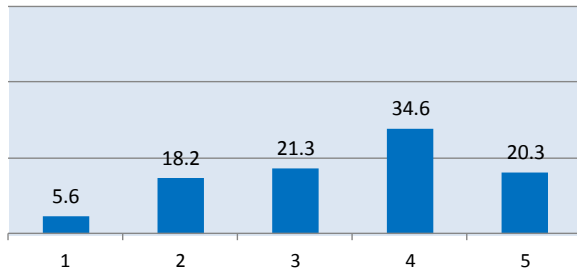


The majority of DCHS employees report receiving a performance review in the past year, though slightly less than half think it provided them with relevant performance information. Nonetheless, it should be noted that almost 60% reported positive perceptions of their appraisal.

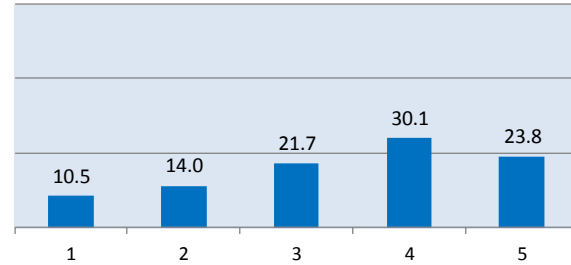


Just over half reported that they regularly receive performance feedback from their supervisor, which may contribute to the less positive scores for superior performance being valued.

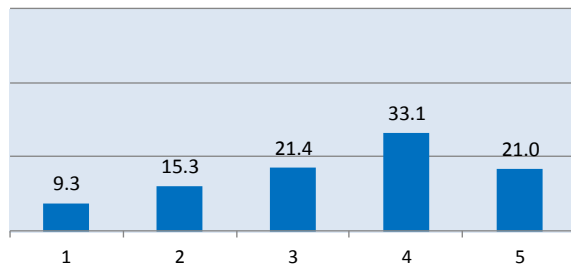
I regularly receive feedback about my work performance from my supervisor -
% responding



Superior performance is valued in my department -
% responding



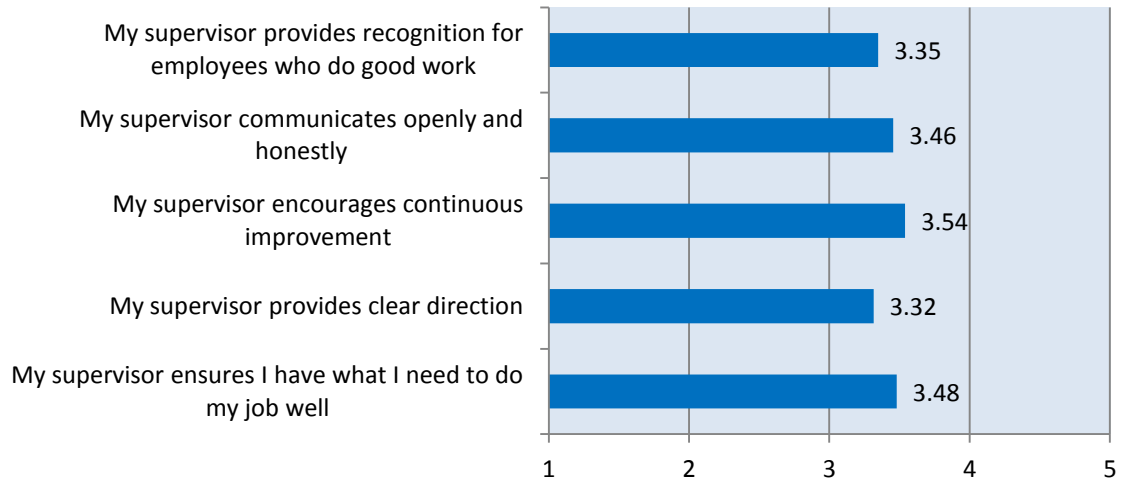
The feedback I do receive helps me learn and improve -
% responding



While slightly over half of DCHS employees think the feedback they receive helps them improve, the larger number of neutral and negative responses may be of concern to DCHS leadership. These findings suggest that DCHS may wish to augment supervisor training to improve their performance feedback skills.

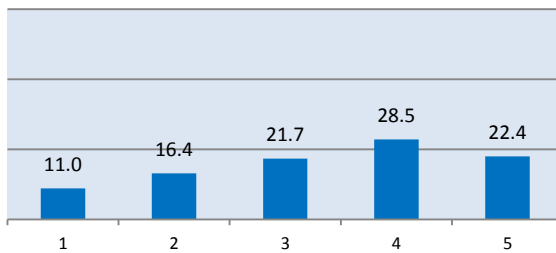
SUPERVISION

DCHS employees are quite moderate in their perceptions of their supervisors, with lower scores for clear direction and recognition. Employees are mixed in their perceptions of supervisors with relatively larger numbers of neutral and negative responses for each question.

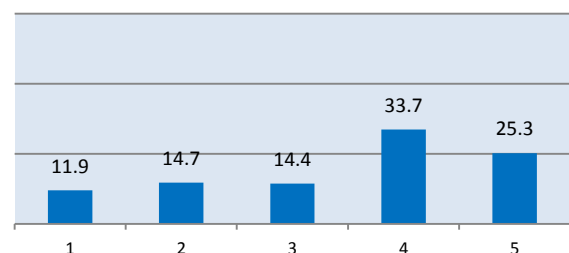


Only about half of DCHS employees believe their supervisors provide recognition for good work or clear direction, but only slightly more believe that supervisors communicate openly and honestly and encourage continuous improvement.

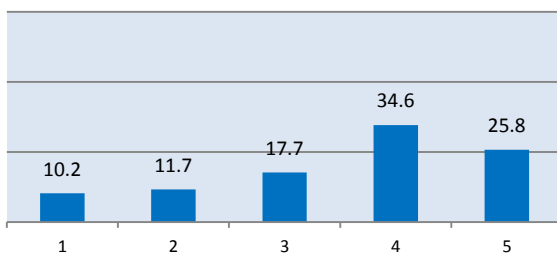
My supervisor provides recognition for employees who do good work - % responding



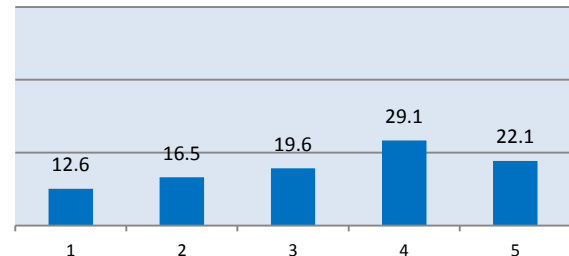
My supervisor communicates openly and honestly - % responding



My supervisor encourages continuous improvement - % responding

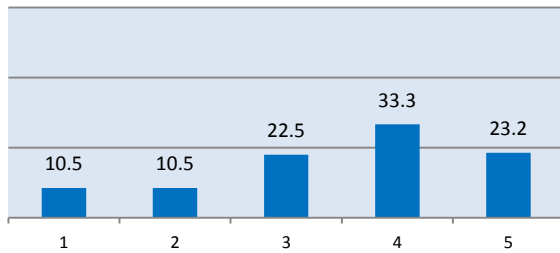


My supervisor provides clear direction - % responding



Employees do not necessarily believe in large number that their supervisors communicate openly and honestly, with almost half providing neutral to negative responses.

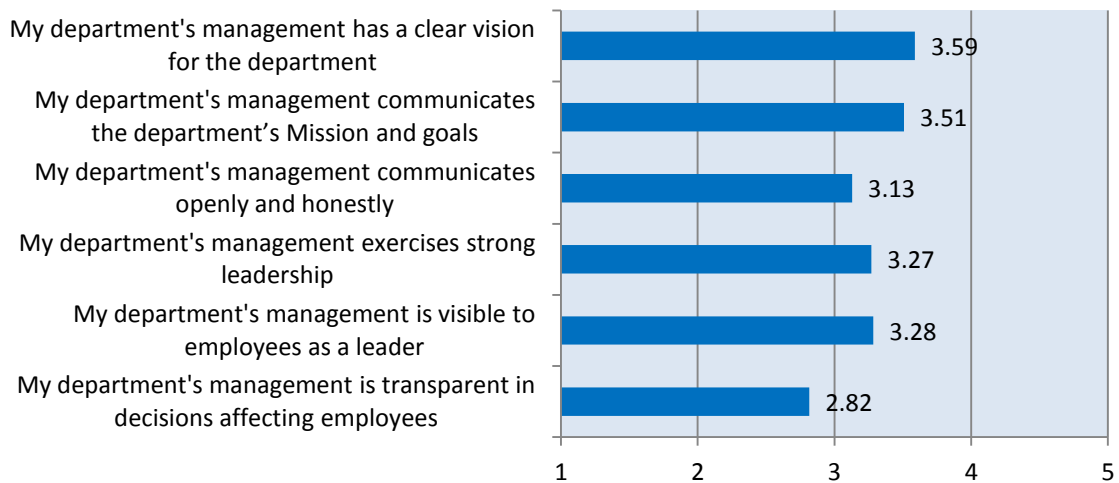
My supervisor ensures I have what I need
to do my job well -
% responding



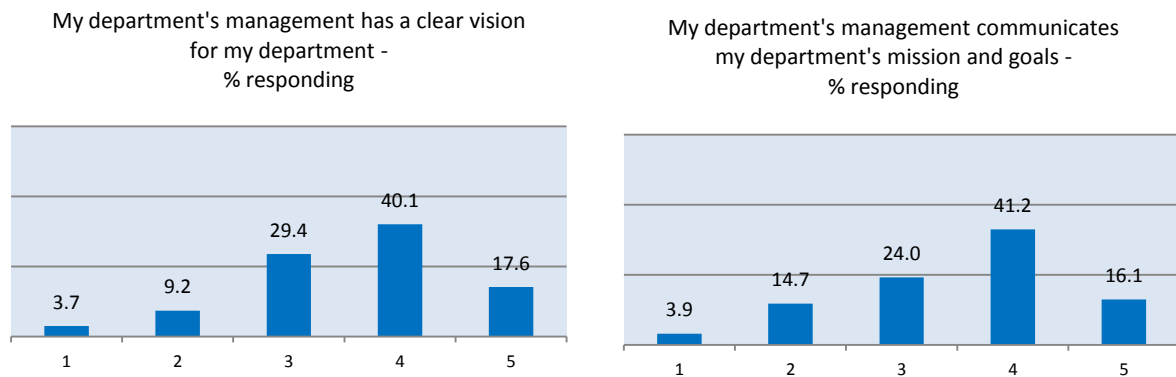
Similarly, about half of employees believe their supervisors ensure they have the resources they need to perform well, with a higher number of neutral responses than many other questions in this section.

MANAGEMENT

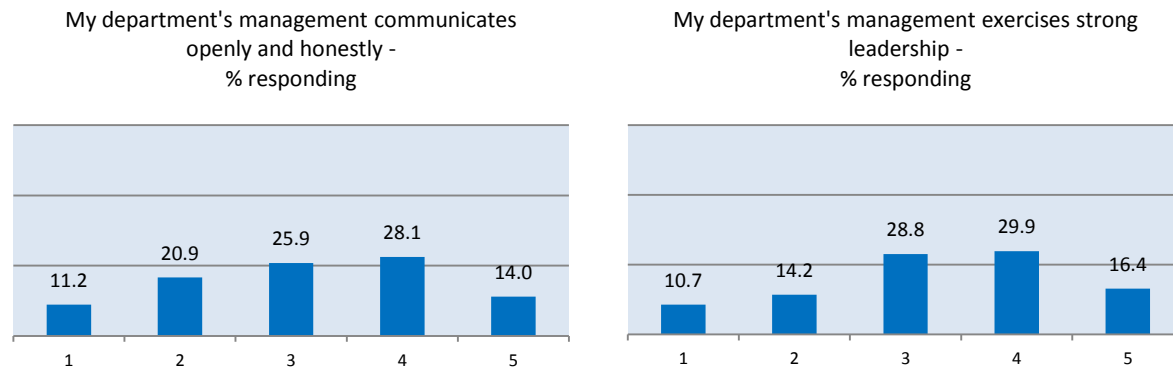
DCHS employees have a range of opinions about their management and a slightly more positive perception in some areas than King County employees overall. Employees are only moderately positive in their belief that their managers communicate openly and honestly and exercise strong leadership, but more believe managers have a clear vision for the department. Few employees believe managers make decisions that affect employees in a transparent manner.



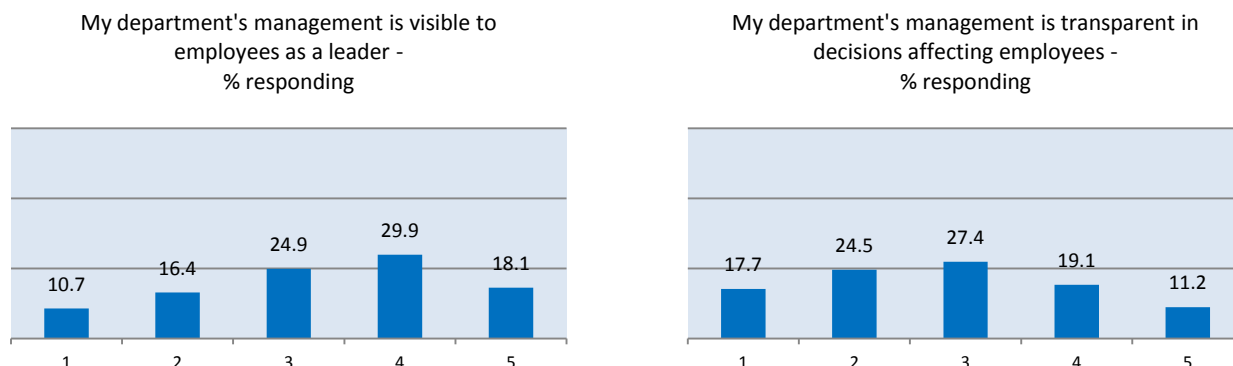
The individual distribution charts illustrate the diversity in perceptions regarding management. Slightly more than half of DCHS respondents believe management has a clear vision for the department, but many are more neutral in their opinions. Similarly, employees have much more moderate perceptions of management's communication of the mission and goals of the department. Of interest, however, is the low number of truly negative responses.



Perceptions regarding management's ability to communicate openly and honestly are "flat" with scores fairly evenly distributed among choices. Most employees are quite moderate in their perceptions, but there is a relatively high percentage (about one-third) of negative responses in this area. DCHS employees' responses are also mixed regarding management exercising strong leadership, with a high number of neutral to negative responses.



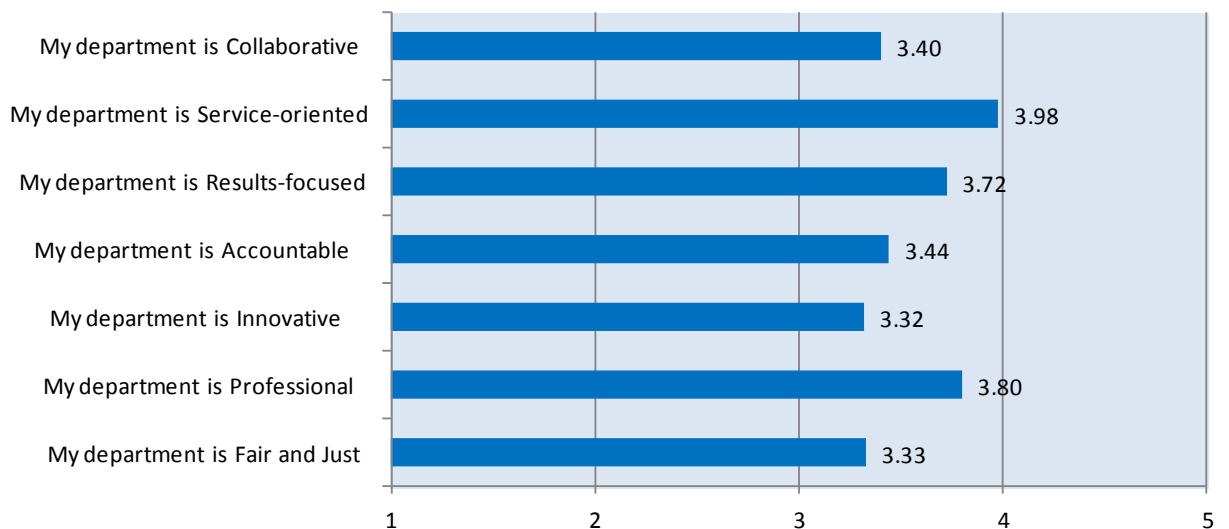
DCHS employees largely do not think that department management is visible to employees as leaders and are quite negative in their perceptions of transparency in decision making.



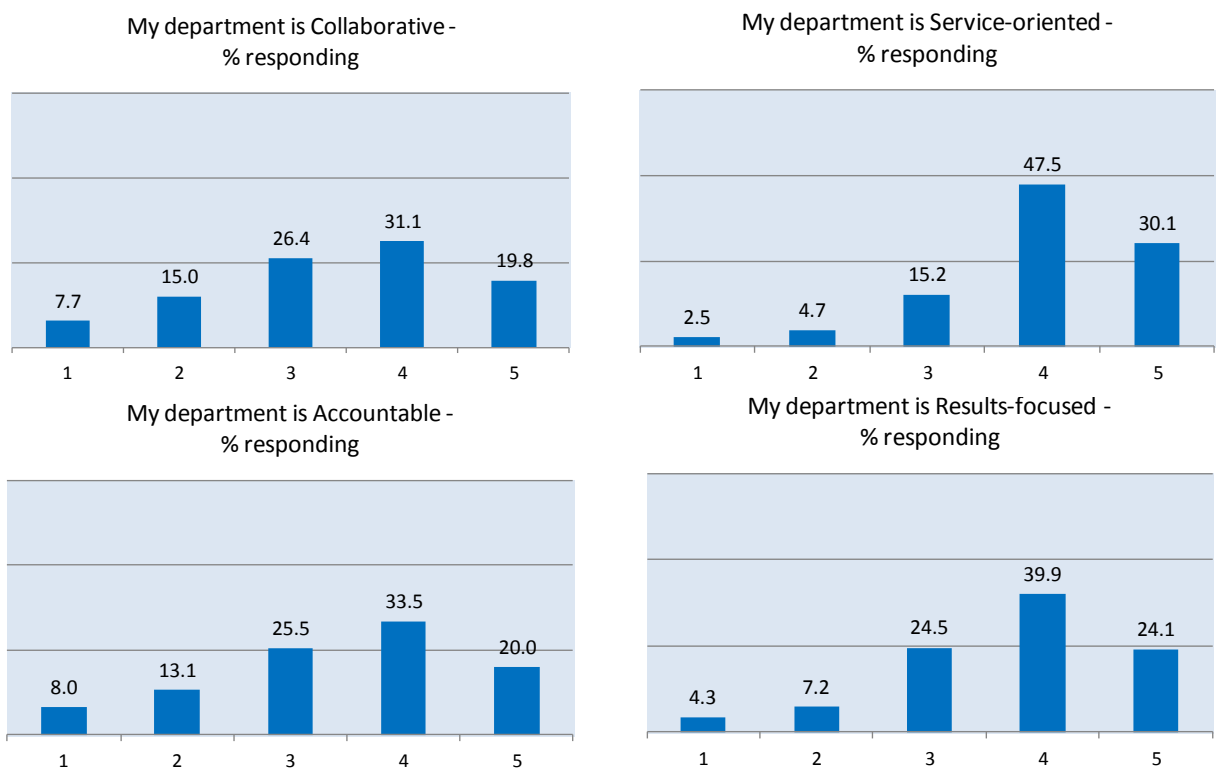
It should be noted here that lower scores for management vs. supervision should be expected at DCHS and all departments given the weaker connection employees have to managers vs. their day-to-day supervisors. While improving perceptions of management may be important through higher visibility and clarity around decisions and policies, because managers are responsible for implementing unpopular County-wide initiatives or cuts, some degree of dissatisfaction or negativity from employees should be expected. Importantly, relationships with management are seldom predictive of overall engagement, though may be a vehicle for helping improve supervisory relationships and overall feelings about the DCHS' organization.

GUIDING PRINCIPLES

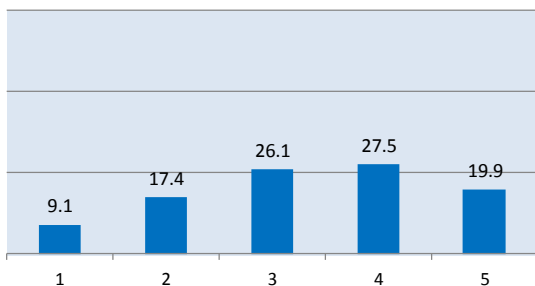
These results report the extent to which employees believe DCHS reflects County guiding principles. While the employees' overall scores were slightly more positive than scores reported by the rest of the County, these results illustrate similar trends. Employees are more likely to describe their department as being professional and service-oriented. They are less likely to describe the department as innovative or fair and just.



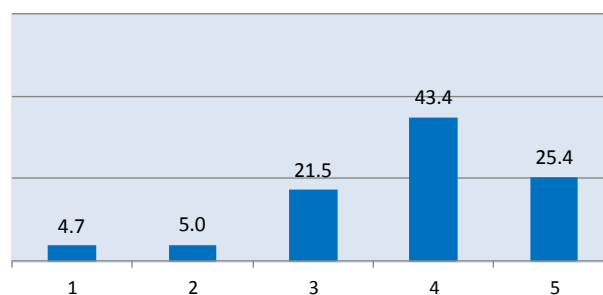
As these distribution charts illustrate, employees are mixed in their perceptions of collaboration and accountability, but believe DCHS is both service oriented and results-focused.



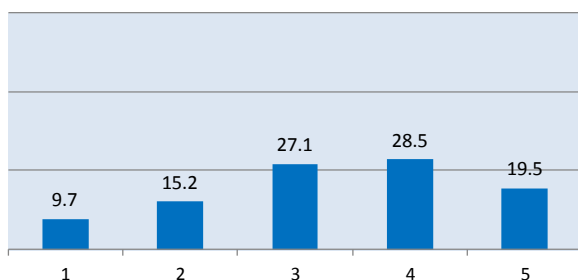
My department is Innovative -
% responding



My department is Professional -
% responding



My department is Fair and Just -
% responding

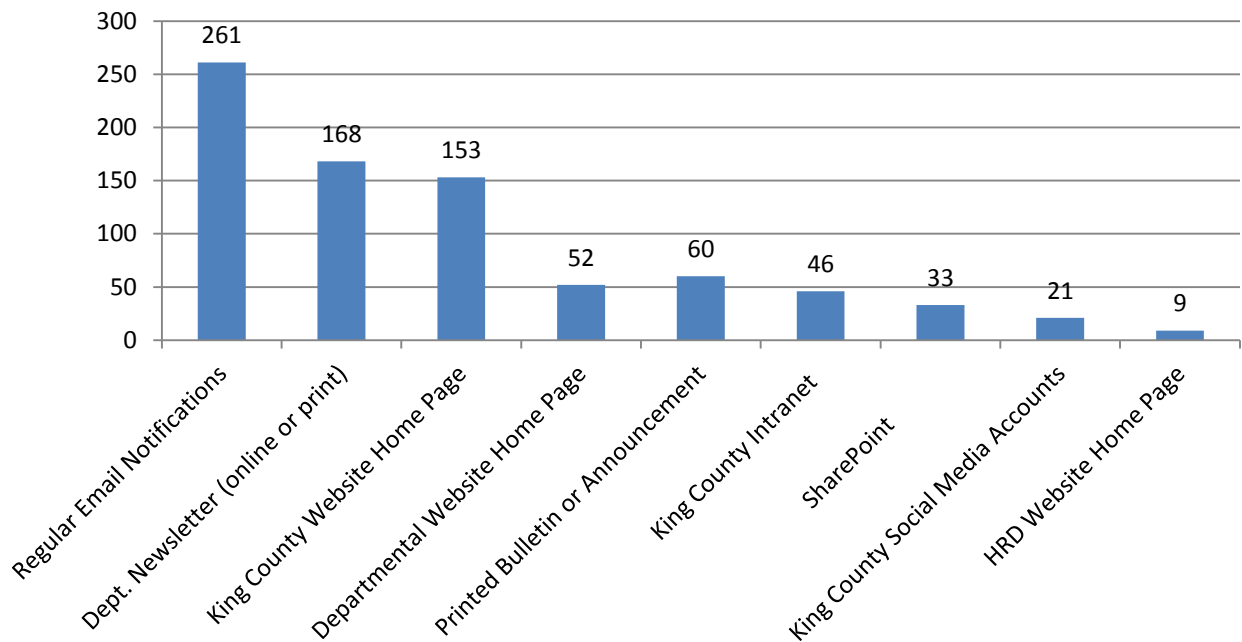


DCHS employees are not positive about the innovation exhibited by their department, but most believe the department is professional. Over half are not positive about the extent to which DCCHS is fair and just.

Communication Preferences

Employees were asked how they prefer to receive relevant information at King County. The chart below reports the total number of employees who listed each communication medium as their first, second, or third choice.

Similar to the findings for King County overall, DCHS employees prefer to receive information via regular email notifications first, with the vast majority of respondents choosing this method as one of their top three communication vehicles. Different from the overall results, however, DCHS employees chose the department newsletter as their second preference.



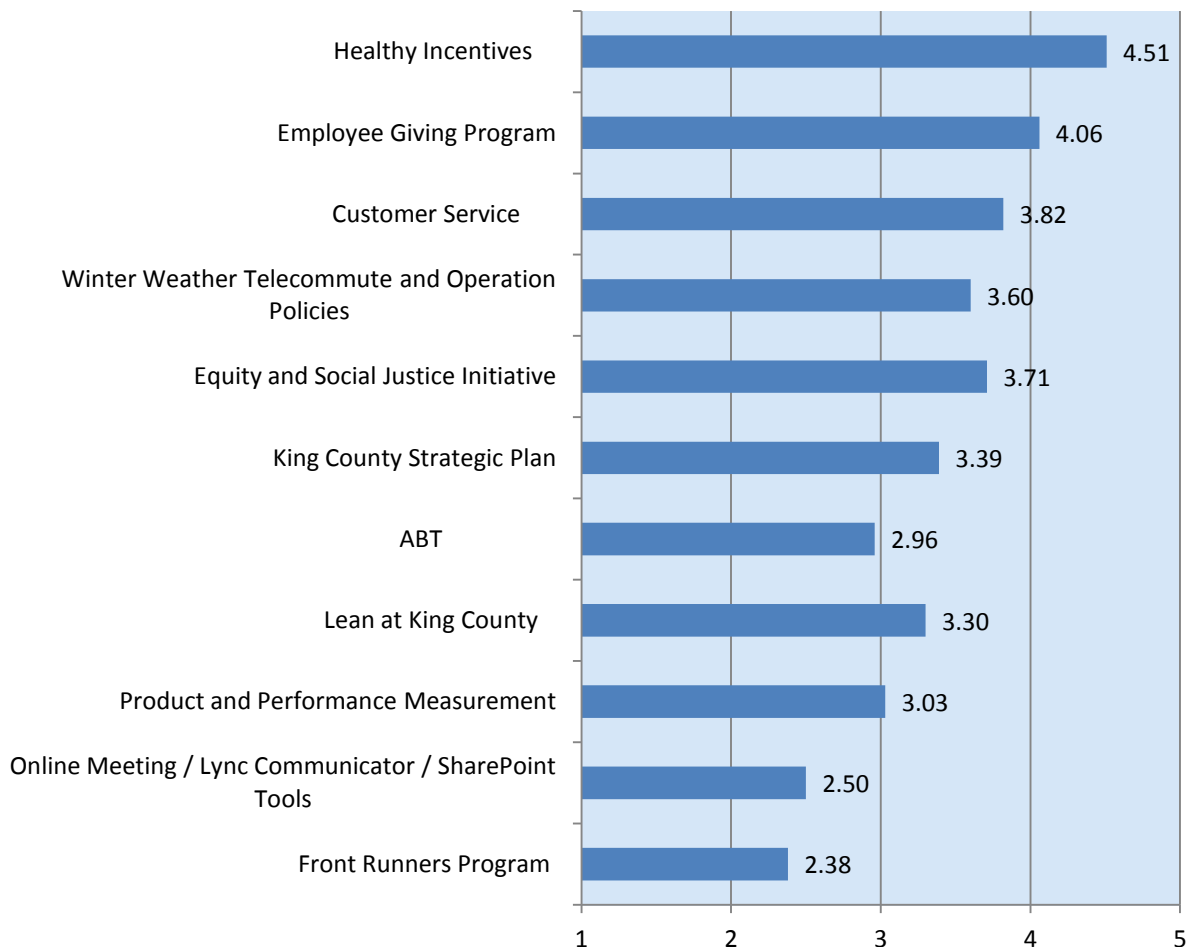
Familiarity with King County Initiatives

Employees were asked to rate their familiarity with a range of King County initiatives using the scale to the right. While this scale is also five-point, major differences in scale design mean that these are not comparable to those in the rest of the study. Lower means indicate employees are not familiar and have low understanding of an initiative. Higher scores indicate both familiarity and understanding.

Consistent with the overall results, DCHS employees are most familiar with the “Healthy Incentives” program and the least familiar with the “Front Runners” program. Interestingly, they report higher degrees of familiarity with most of the programs listed below than King County employees as a whole, particularly Equity and Social Justice and Product and Performance Measurement.

FAMILIARITY SCALING

1. I am not at all familiar with this effort; I do not know what this is
2. I have heard of this effort but do not know anything about it
3. I am somewhat familiar with what this effort is and what it is about
4. I am familiar with this effort and I understand what it is about
5. I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group



APPENDIX:
2012 King County Employee Survey
(Paper Copy)



King County

March 6, 2012

Dear fellow King County employee:

We need your opinion. We are speaking as “One King County” to ask you to complete the anonymous employee survey that is attached to this letter so we can better understand how we are doing as an employer, and how we are all working together toward the goals in the King County Strategic Plan.

As King County government’s most valuable asset, your participation will help us identify how we are meeting the Service Excellence and Quality Workforce goals of the King County Strategic Plan. We will also use this information to learn where we need to focus resources and tools to support improvements. Your candid responses are needed; the survey will be anonymous.

The survey is also available online if you would prefer to take it electronically:

<https://www.surveymk.com/s/KCEmployeeSurvey2012>. No identifying computer data (such as IP addresses) will be collected.

We look to you to help us continuously improve our quality public services to the people of King County. We appreciate your participation in the employee survey, and thank you for all you do.

Sincerely,

Dow Constantine,
King County Executive

Lloyd Hara,
King County Assessor

Sherril Huff,
King County Elections Director

Dan Satterberg,
King County Prosecutor

Sue Rahr,
King County Sheriff

Larry Gossett, Chair
King County Council District 2

Jane Hague, Vice Chair
King County Council District 6

Bob Ferguson,
King County Council District 1

Kathy Lambert,
King County Council District 3

Larry Phillips,
King County Council District 4

Julia Patterson,
King County Council District 5

Pete von Reichbauer,
King County Council District 7

Joe McDermott,
King County Council District 8

Reagan Dunn,
King County Council District 9

2012 King County Employee Survey

Please take a few minutes to complete the following questions by checking the box or circling your answer to each question. When you have finished, please seal your completed questionnaire in the attached envelope and mail it to our research consultant by **March 16, 2012**.

The purpose of this study is to better understand employee perceptions as they relate to a broad range of County initiatives and priorities. We will use this information in our strategic planning efforts and to improve how we meet the needs of our employees and customers. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified. To further protect the confidentiality of responses, we've asked our outside consultant, Communication Resources Northwest, to gather and analyze the data on our behalf.

If you have any questions about the study or your participation, you may contact Communication Resources' project manager, Meg Winch, directly at (877) 316-8344 or the King County project manager, Lynn Argento, at (206) 263-9644.

For alternative versions of this survey, please contact (206) 263-9644 or
KCEmployeeSurvey@kingcounty.gov

In what department or agency do you work? *Please check only one. (If you work with more than one, please check the department with which you are primarily associated.)*

- | | |
|--|---|
| <input type="checkbox"/> Adult & Juvenile Detention | <input type="checkbox"/> DNRP: Parks & Recreation |
| <input type="checkbox"/> Assessments | <input type="checkbox"/> DNRP: Solid Waste |
| <input type="checkbox"/> Community & Human Services | <input type="checkbox"/> DNRP: Wastewater Treatment |
| <input type="checkbox"/> DES: ABT / BRC (Accountable Business Transformation / Business Resource Center) | <input type="checkbox"/> DNRP: Water & Land Resources |
| <input type="checkbox"/> DES: FBOD (Finance & Business Operations Division) | <input type="checkbox"/> DOT: METRO Transit |
| <input type="checkbox"/> DES: FMD (Facilities Management Division) | <input type="checkbox"/> DOT: Road Services |
| <input type="checkbox"/> DES: HRD (Human Resources Division) | <input type="checkbox"/> DOT: Fleet Administration |
| <input type="checkbox"/> DES: ORM (Office of Risk Management) | <input type="checkbox"/> DOT: Airport |
| <input type="checkbox"/> DES: OEM (Office of Emergency Management) | <input type="checkbox"/> DOT: Director's Office |
| <input type="checkbox"/> DES: RALS (Records and Licensing Services) | <input type="checkbox"/> DOT: Marine |
| <input type="checkbox"/> DES: Other (includes Director's Office, Office of Civil Rights, Alternative Dispute Resolution, Ethics, etc.) | <input type="checkbox"/> Elections |
| <input type="checkbox"/> Development & Environmental Services | <input type="checkbox"/> Executive Offices (including PSB) |
| <input type="checkbox"/> DNRP: Director's Office | <input type="checkbox"/> Judicial Administration |
| | <input type="checkbox"/> Legislative Offices (including Council, County Auditor, and Ombudsman) |
| | <input type="checkbox"/> King County Information Technology |
| | <input type="checkbox"/> Prosecuting Attorney's Office |
| | <input type="checkbox"/> Public Health |
| | <input type="checkbox"/> Sheriff's Office |

OVERALL JOB SATISFACTION

Please rate your level of satisfaction with each of the following characteristics of your job using the 1-5 point scale where "1" means "I am very dissatisfied" and "5" means "I am very satisfied."

Please circle the number corresponding to your level of satisfaction.	1	2	3	4	5	N/A
	<i>I am very dissatisfied</i>	<i>I am dissatisfied</i>	<i>Neither dissatisfied nor satisfied</i>	<i>I am satisfied</i>	<i>I am very satisfied</i>	<i>Not sure / not relevant</i>
My job overall	1	2	3	4	5	0
The recognition I receive for doing good work	1	2	3	4	5	0
The level of challenge in my work	1	2	3	4	5	0
The supervision I receive	1	2	3	4	5	0
The resources provided to do my job	1	2	3	4	5	0

WORKING AT KING COUNTY

Please provide your level of agreement with each of the following statements about working at King County using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Work Environment						
I am proud to work at King County.	1	2	3	4	5	0
I would recommend King County as a good place to work.	1	2	3	4	5	0
In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability, or age.	1	2	3	4	5	0
Employees in my department treat each other (coworkers) with respect.	1	2	3	4	5	0
King County programs and policies support a work/life balance.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Mission and Goals						
My work contributes to the success of King County.	1	2	3	4	5	0
I am familiar with my department's mission and goals.	1	2	3	4	5	0
My department's mission and goals give direction to my work.	1	2	3	4	5	0
I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.	1	2	3	4	5	0
I understand how my performance relates to my work group's goals and objectives.	1	2	3	4	5	0
Personal Development and Achievement						
I have a clear understanding of my career path and how to advance at King County.	1	2	3	4	5	0
In the last year, I have had opportunities to learn and grow professionally.	1	2	3	4	5	0
King County supports training to help employees perform effectively.	1	2	3	4	5	0
I feel personally responsible for keeping my knowledge and capabilities current.	1	2	3	4	5	0
When available, I take advantage of training opportunities.	1	2	3	4	5	0
Resources and Decision-Making						
The volume of work I have to do often keeps me from doing high quality work.	1	2	3	4	5	0
I feel comfortable making day-to-day decisions about my work.	1	2	3	4	5	0
I have the necessary tools and resources to do my job.	1	2	3	4	5	0
My skills are well matched to my work responsibilities.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Teamwork						
My work group works well with other King County groups to solve problems and achieve common goals.	1	2	3	4	5	0
The teams in which I work function effectively to achieve their objectives.	1	2	3	4	5	0
Team problems are dealt with appropriately to avoid impacts to the work we do at the County.	1	2	3	4	5	0
Communication						
I have a clear understanding of what is expected of me in my job.	1	2	3	4	5	0
I receive the information I need to do my job.	1	2	3	4	5	0
I feel well informed about government-related King County events and employee news.	1	2	3	4	5	0
Continuous Improvement						
My department is open to new ideas to improve the way we work.	1	2	3	4	5	0
My suggestions to improve my work and the work environment are recognized as valuable.	1	2	3	4	5	0
My work group uses data effectively to learn and improve.	1	2	3	4	5	0
Process improvements are successfully implemented in my work group.	1	2	3	4	5	0
Quality gets the attention it deserves in my work group.	1	2	3	4	5	0
Customer Service						
My work group strives to provide high quality customer service.	1	2	3	4	5	0
My work group seeks feedback/input from customers.	1	2	3	4	5	0
My work group uses customer input to improve service delivery.	1	2	3	4	5	0
My work group is responsive to the needs and expectations of customers.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Performance Management						
I regularly receive feedback about my work performance from my supervisor.	1	2	3	4	5	0
The feedback I do receive helps me learn and improve.	1	2	3	4	5	0
Have you received a performance appraisal in the last 12 months?	<input type="checkbox"/> Yes		<input type="checkbox"/> No		<input type="checkbox"/> N/A	
My last performance appraisal provided me with relevant information about my performance.	1	2	3	4	5	0
Superior performance is valued in my department.	1	2	3	4	5	0

YOUR SUPERVISOR

For the following questions, please provide your level of agreement with each of the following statements using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My supervisor provides recognition for employees who do good work.	1	2	3	4	5	0
My supervisor communicates openly and honestly.	1	2	3	4	5	0
My supervisor encourages continuous improvement.	1	2	3	4	5	0
My supervisor provides clear direction.	1	2	3	4	5	0
My supervisor ensures I have what I need to do my job well.	1	2	3	4	5	0

YOUR DEPARTMENT'S MANAGEMENT

For the following questions, please provide your level of agreement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree." **Note: "Management" might include any or all of the following – Director, Deputy, Agency Head, Chief of Staff, etc.**

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department's Management has a clear vision for the Department.	1	2	3	4	5	0
My Department's Management communicates the Department's mission and goals.	1	2	3	4	5	0
My Department's Management communicates openly and honestly.	1	2	3	4	5	0
My Department's Management exercises strong leadership.	1	2	3	4	5	0
My Department's Management is visible to employees as a leader.	1	2	3	4	5	0
My Department's Management is transparent in decisions affecting employees.	1	2	3	4	5	0

INTERNAL KING COUNTY INFORMATION ACCESS

Below is a list of methods to which we may be able to post information that is relevant to you as an employee. Please choose and rank three in order of what you prefer to use. Write "1" if the method is your most preferred option, "2" if the method is your second most preferred option, and "3" if the method is your third most preferred option. Leave other options blank.

Option/Method	Rank (Choose ONLY Three!)
Regular Email Notifications	
King County Website Home Page	
My Department Website Home Page	
Human Resources Division Website Home Page	
King County Social Media Accounts (for example: Facebook, Twitter)	
King County Intranet	
SharePoint	
Department Newsletter (online or print)	
Printed Bulletin or Announcements	

GUIDING PRINCIPLE QUESTIONS

Following are statements that may describe your department. Please rate your level of agreement with each statement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department is Collaborative	1	2	3	4	5	0
My Department is Service-oriented	1	2	3	4	5	0
My Department is Results-focused	1	2	3	4	5	0
My Department is Accountable	1	2	3	4	5	0
My Department is Innovative	1	2	3	4	5	0
My Department is Professional	1	2	3	4	5	0
My Department is Fair and Just	1	2	3	4	5	0

COUNTYWIDE INITIATIVES

Please identify your level of familiarity with each of the following countywide efforts using the 1-5 point scale where "1" means "I am not familiar at all with this effort; I do not know what this is" and "5" means "I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group."

Please circle the number corresponding to your level of familiarity with each countywide effort.	1	2	3	4	5
	<i>I am not at all familiar with this effort; I do not know what this is</i>	<i>I have heard of this effort but do not know anything about it</i>	<i>I am somewhat familiar with what this effort is and what it is about</i>	<i>I am familiar with this effort and I understand what it is about</i>	<i>I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group</i>
Lean at King County	1	2	3	4	5
Equity and Social Justice Initiative	1	2	3	4	5
Healthy Incentives	1	2	3	4	5
Product and Performance Measurement	1	2	3	4	5
King County Strategic Plan	1	2	3	4	5
ABT	1	2	3	4	5
Winter Weather Telecommute and Operation Policies	1	2	3	4	5
Front Runners Program	1	2	3	4	5
Online Meeting / Lync Communicator / SharePoint Tools	1	2	3	4	5
Employee Giving Program	1	2	3	4	5
Customer Service	1	2	3	4	5

BACKGROUND QUESTIONS

The following questions ask some information about you and your role at the County. This information will NOT be used to identify you. We will use this information to better understand how different groups of employees think about the County and the work we do here. Please provide this information so we can best understand how our employees perceive the County.

Is supervising employees a part of your job?

- ☐ Yes ☐ No

Are you represented by a union?

- ☐ Yes ☐ No

Which of the following best describes your position in King County? (*Please choose only one.*)

- | | |
|--|--|
| <input type="checkbox"/> Administrative Support (for example: administrative specialist, clerical, scheduling coordinator, secretary, legal assistant) | <input type="checkbox"/> Skilled Crafts – non-supervising (for example: carpenter, metal fabricator, truck driver, heavy equipment operator, electrician, facilities or vehicle maintenance) |
| <input type="checkbox"/> General Labor (for example: custodian, maintenance or parks specialist) | |
| <input type="checkbox"/> Transit Operator | <input type="checkbox"/> Professional – non-supervising (for example: registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech) |
| <input type="checkbox"/> Law Enforcement (for example: sheriff deputy, corrections officer) | |
| <input type="checkbox"/> Supervisor/Lead | |
| <input type="checkbox"/> Mid-Level Management | |
| <input type="checkbox"/> Senior/Executive Management | |

What is your primary work location?

- ☐ Downtown Seattle ☐ Other work location

How long have you worked for King County?

- ☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ 16-20 years ☐ More than 20 years

Note: This questionnaire does not indicate bargainable positions, and results will not be used to validate management's bargaining positions. Survey answers submitted do not constitute notice of a report or complaint under the County's non-discrimination and anti-harassment policy. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified.

THANK YOU FOR COMPLETING THIS SURVEY



King County

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